PRINTERS' INK

A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City

Vol. CLIN No. 12

NEW YORK, DECEMBER 18, 1930

10c A COPY



Not to be sneezed at

Some SIX YEARS AGO E. Fougera & Co., Inc., New York, secured distributor rights for Vapex

in America. In England Vapex had done a great job. It disembarked here as unknown as the newest emigrant from remotest Norway. Today Vapex is an amazing business success—a brilliant testimonial to modern merchandising and advertising methods.

Beginning with five slender figures the Vapex advertising appropriation has grown to six stout ones, and the advertising cost assessed against each bottle sold is less with the larger appropriation than with the smaller one.

The sweep of Vapex strikingly proves that a worthy product vigorously introduced to the trade and intelligently presented to the public has nothing to fear from imitators and private brands—even though these are wholesaled and retailed at prices from a half to two-thirds less.

N. W. AYER & SON, INC.

Advertising Headquarters

WASHINGTON SQUARE . PHILADELPHIA

New York Boston Chicago San Francisco Detroit London

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The Association of National Advertisers, seeking economy, resolved, at their annual meeting:—

"We, * * * are determined in the future to examine more closely into the quality and actual purchasing power, rather than seek for quantity circulation— * * * ".

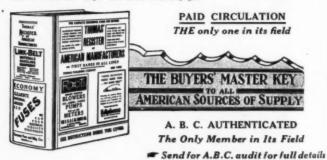
How does this measure up for quality; - Economy?

A Guide used almost exclusively for purchasing by industrial and mercantile organizations whose combined purchasing power exceeds that of 100,000 concerns of \$100,000 each.

Each subscriber pays at least \$10.00 for it.

Costs the advertiser about 1/8th the average yearly cost for 15,000 industrial circulation, but as much alive and used every day in the year as if issued weekly.

No wonder that 2730 advertisers carry 9900 advertisements; 50% more advertisers than the most patronized trade paper—70% more than any other Purchasing Guidemost of them use "Keys" and know what they get.



Combines a complete Purchasing Directory with the Collective Catalogue Idea—all names of Sources of Supply, and 9900 descriptive advertisements;—they reach the right man at the right time.

Consulted continuously throughout the year by executives, purchasing and other department managers, superintendents, and other "Key" men who investigate, specify and order for all lines, Everywhere.

Its Upper class clientele More than 1000 in "over \$10,000,000" class More than 3000 in "over \$1,000,000" class More than 8000-"over \$100,000" Average of all "over \$100,000" each

THOMAS PUBLISHING COMPANY, 461 Eighth Avenue, New York

PRINTERS' INK

Issued weekly. Subscription, U. S. A., \$3 a year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

Vol. CLIII New York, December 18, 1930

10. 12

Upon What Shall We Base Our 1931 Sales Quota?

Time Now for a New Pattern, Based Upon Market Analysis, Leading Sales Executives Think

By G. A. Nichols

BY common agreement among harassed sales executives who now are laying their plans for the coming year, 1930 should not be used as a basis for making up 1931 sales quotas. There have been so many disturbing elements during the last twelve months, so many abnormal difficulties to meet, that if 1931 is any better at all it should be a whole lot better. If it is worse, it will probably be a whole lot worse.

Anyway, if a manufacturer insists upon being guided by precedent and custom to the extent of setting any sales quotas at all for 1931, he is going to have to enter the realm of pure guesswork.

Suppose they are based on 1930 sales by executives who feel that the depression will continue in their lines next year, and then business should take an upturn. Of what use would such quotas be?

Suppose, on the other hand, an optimistic executive sets his mark rather high based on 1930 sales, and the slump continues or grows worse. How much good would such quotas do his business?

Thumbs down, therefore, on 1930 as a criterion.

And if 1930 is out of the picture for comparative purposes, why not put all other years out also? If there is difficulty in finding the right kind of bases, and there is, why insist on having

In other words—and remembering the unspoken thought in the minds of the thoroughly progressive sales managers of today that arbitrarily set quotas are at best worth little or nothing in any year—why not try to figure out the salesmen's work for next year on a common sense basis having to do with the number of organizations making the product, their general previous experience, how far the point of saturation may have gone and what the real possibilities are for the goods in view of the almost universally low inventories?

Should any sales executive choose to regard the foregoing suggestions as being dilettante or academic, let me say they are not original with me. They represent the composite view of some of the

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[&]quot;A forecast that the present downswing in production has run its full course is, as yet, unwarranted. With both steel and automobile outputs sharply reduced, our index probably will decline to still lower levels during December, despite correction for seasonal variation. Nevertheless, there is strengthening basis for the belief that a reversal in trend is relatively close at hand. We see no reason to modify our previously expressed opinion that by March unmistakable evidence of revival should be at hand."—Standard Statistics Co., Inc., Dec. 15, 1930.

country's foremost sales directors. It seems to these men that the present business depression with its numerous problems, is the psychological moment for applying the rule of reason to sales patterns for next year and every other

year. The whole proposition (and it does not appear nearly so radical after you have thought it over a bit) simply simmers down to this: It makes no great amount of difference how many dollars' worth of merchandise a manufacturer sold last year or the year before. The sales effort for next year should be based rather upon a knowledge of present and prospective marketing conditions and the probable demand for the goods. When this knowledge is had, the sales department is much more likely to rise to the limit of its opportunities than it is when somebody sits at a desk, makes some mathematical computations dogmatically decrees that future performances should exceed past performances by a certain percentage.

"In making up my sales quotas for 1931," says an executive of a large radio manufacturing organization, "I shall ignore all previous experience except my general knowledge of the field—particularly with an eye to how much production has gone before.

"Let us say I am appointing a new jobber to cover the State of Illinois. It is not so difficult for me to get a general idea of how many radio sets have been sold in Illinois and of course I know how many our company has sold. My next step is to find the number of wired homes and shade this off on the basis of income tax returns and any other 'wealth' informa-tion such as employment condi-By balancing against these wired homes the number of radio sets sold, and figuring obsolescence and things of that nature, it should not be difficult to have a heart to heart talk with the distributor and fix a quota for him to work

"After I had thus set the quota on a strict business basis, I would discount it by 20 per cent and let it go at that.

If I were a soap manufacturer I might have a somewhat different problem, but the fundamentals would be substantially the same. How many families are there? Are there any that prefer to stay dirty? If so, we might expect to educate a few of them through our advertising, but not all, and add the few to our prospects. Then we could balance this against how much soap we had sold in previous years, but not against 1930 because we all know that people cut down on everything, even tooth picks, in 1930.

This radio manufacturer suggests that if a sales executive cannot be happy unless he has some comparative base at which to shoot, he might take his sales for the last ten years—assuming that he has been in business that long—and obtain a fairly accurate figure by dividing the results by ten.

To this figure might be added 10 per cent because of the natural increase that ought to come to a successful company that is advertising consistently and not standing still.

Not Much Use for Sales Quotas

Somewhat similar is the idea advanced by O. P. Perkins, vice-president and merchandising manager of the G. I. Sellers & Sons Company, kitchen cabinet manufacturers, Elwood, Ind. Mr. Perkins, in common with several sales executives who talked with me "not for publication," does not have a great deal of use for sales quotas, no matter how carefully and intelligently they may be fixed.

"We seem to get them too high in some territories," he says, "and not high enough in others. Maybe we don't know how to do it. When quotas are too high the men on the territory are discouraged; and when they are not high enough the men are influenced, perhaps subconsciously, not to work as hard as they should and could."

The pattern Sellers is preparing for 1931, therefore, is what it calls "a history of the territory." This is nothing more or less than sets Adv diffe sell.

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Fundamentals AND Overtones

Advertisements have to be as different as the products they sell. But through all that we produce may be distinguished the thread of our fundamental belief that human beings are, by and large, simple, honest, sincere and worth-while.

This conception of humanity pretty well dictates the kind of thing one must produce to convince people. It makes us look with doubt at advertisements which have only admirationprovoking tricks, or cleverness that shines for its own sake. It makes us think more of matter than of manner.

Our clients stay with us over long periods of years while we help promote their sales on these principles. The same attitude will be found in all fourteen McCann-Erickson offices. on both sides of the world.



McCANN-ERICKSON



INCORPORATED ADVERTISING

NEW YORK CHICAGO . CLEVELAND . SAN FRANCISCO . DENVER SEATTLE LOS ANGELES MONTREAL TORONTO VANCOUVER WINNIPEG . LONDON . PARIS . FRANKFORT o. M.

of figures showing the purchases made by individual retailers for several years back. Here is an example:

quotas for 1931. He takes the radical stand that past performances are absolutely no criterion for the future. New and unex-

		Ac	ity-40,00 count No.	1			-
************	. Co.	1925	1926	Co.	1928	1020	
Cabinets	106	103	115	118	145 75	130 65	65 25

Something of this kind is obviously better than telling a salesman he must make a certain percentage of increase in sales over those of some previous time. Instead of having the past records of territories and towns as a whole to work against, he has a vivid picture of each individual account.

"We believe and we are encouraged to believe that our salesmen are of the same opinion," says Mr. Perkins, "that what has been done in the past can be done in the future. They will be encouraged to try to sell as much in each account as was previously sold, say an average amount; and if they do that will give us a fine volume of business.

"By consulting our route sheets we know in what towns a salesman will be on certain days. Thus the information reaches him in plenty of time before he calls upon the trade in any city or town.

"When and if a dealer feels that the saturation point has been reached, we ask our men to pick out ten to twenty-five homes in four or five different sections of the city and make a house-to-house canvass to find out the exact truth as to market conditions. Almost invariably they come back with a fifty-fifty report, showing there are plenty of prospects upon whom the dealer can work if he only will. This idea, of course, will be used in our 1931 activities and it will doubtless have a prominent part in helping produce the largely increased sales volume which we expect to get during 1931.

The Sellers idea as to the inherent weaknesses of arbitrarily conceived sales quotas is concurred in by the Oshkosh Overall Company. C. E. Wittmack, vice-president of the latter organization, says his company is going to have no sales

pected conditions are likely to arise, as they did in the Oshkosh business this year, and make all prognostications not worth the paper upon which they are written.

"If we had attempted a year ago," he says, "to set up sales quotas for our 1930 business they would have been proved utterly valueless in the light of the way things have worked out.

"At the beginning of this year, for instance, our sales possibilities in Iowa and Illinois, excluding Chicago, were the same almost to a dollar. It seemed to us that we might expect to get as much business from each of these States in 1930 as we got in 1929. But Iowa has run ahead and Illinois has fallen behind. We could not possibly anticipate that business in the big cities would be as bad as it is or that the country districts would yield as well as they have for 1930.

"Speaking about forecasting for a year, it is sometimes difficult to forecast even for a month. During the latter part of October of this year, for illustration, we could not have foretold that November, 1930, would bring us 20 per cent more business than November, 1929; we had no particular reason for thinking that it would be 11 per cent ahead of 1928 and 15 per cent better than 1927—in fact, that it would be the largest November in the way of unit sales that we ever had.

"No, we are not going to set a sales quota for 1930. We shall proceed as we have been doing all along, namely, prepare to face a new problem tomorrow, next week or next month; and, being prepared to meet it, our sales will take care of themselves."

There are some companies—not a great many this year, but a few—so happily situated as regards

House Beautiful has a Major Idea

NCE in a decade more or less, some magazine publisher develops a major idea that pays his advertisers large returns. Examples that leap to mind are the Saturday Evening Post with its army of boy salesmen, and Good Housekeeping with its stars for products that have passed its tests.

Even if the magazine business is more complicated now, a simple and sensible idea can still win.

House Beautiful has such an idea. Class magazine publishers have long dreamed of some added feature that can make their regular issue so practical that it can be *sold* to the trade.

We will be glad to show you our first regular edition containing this feature . . . a Trade Edition carrying all the usual editorial and advertising pages . . . and which sells itself to every alert dealer in house furnishings.

The facts will do their own talking, as facts always do in the end.

House Beautiful

200 Fifth Avenue, New York

EIGHT ARLINGTON STREET

BOSTON, MASS.

Member of the National Shelter Group

BRANCH OFFICES:

Fifth Avenue Building, New York Tribune Tower, Chicago Union Oil Building, Los Angeles Russ Building, San Francisco

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not few gards potential sales and market development that they could, if they wished, go right ahead with the old school idea of insisting that each year's sales record pass all previous years regardless of conditions. After a while, when their distribution is large enough to cause them to begin thinking about a possible saturation point, the story will be different. But now the lid is off and they can go the limit.

Typical among the executives interviewed in this classification is L. H. Regensburg, president of the Clinton Carpet Company, Chicago, manufacturer of Ozite.

nanuracturer of Ozite.

Passing the Biggest Previous Year

"I always insist," Mr. Regensburg says, "on passing my biggest previous year—always. If the year immediately preceding the one for which I am fixing the quota is not the largest, then I go back to the

one that is.

"The reason for this is that, comparatively speaking, we have only started to market our goods; the potential sales are practically limitless. There are so many outlets for our product not yet touched that even our biggest year is only a drop in the bucket compared with what we expect to do

'Maybe I am old-fashioned; but I am an earnest supporter of the venerable custom of setting a mark well in advance of any past performance and then turning the whole organization loose, slam bang, in a united effort to reach or pass that mark. There is nothing quite so good as having a definite goal. Perhaps I should think otherwise if I were in a class of business where more strongly competitive conditions prevailed. But as for Ozite, give me a definite quota and make it a big one. Incidentally, our 1931 quota is going to be based on our 1930 sales, 1930 being our biggest year up to date."

Mr. Regensburg's concluding remark, having to do with his company's 1930 sales, reminds me that his experience in this direction is a great deal more common than I expected to find it when I started to dig into this subject. A refreshing percentage of organizations interviewed report 1930 as their peak year, and that consequently they need not worry about what year they are going to use as a base—if they want a base.

One of these is the Bristol-Myers Company, manufacturing chemists, New York. J. M. Allen, assistant advertising manager of that company, speaking in behalf

of Lee H. Bristol, says:

"Generally speaking, since most of 1929 was a boom year full of prosperity for almost everybody, and since 1930 is universally conceded to be a year of depression, it would seem logical to accept 1928 as a normal year on which to base the expected sales curve for 1931. This eliminates the high peak of 1929 and the low valley of 1930, and establishes a normal expected trend.

"In our own business, however, our 1930 sales have been well ahead of 1929 and we accordingly have no logical reason for going back to 1928 as a base year."

A. T. Preyer, vice-president of the Vick Chemical Company, seems to be thinking pretty much along the same line. Vick salesmen do not work on a quota basis. But if they did Mr. Preyer imagines he would take the average of a so-called normal year and a boom year and shoot at that aver-

And then there is the question of expense of producing and selling as related to projected profits—another element that enters into the making of a sales program. It is entirely possible for a statistical department of a business to lay out a quota very methodically, and prove it step by step by compiled figures, but at the same time have it so large that it cannot possibly be met.

"In laying out a sales quota for this organization," says E. V. Walsh, sales manager of the Timken-Detroit Co., "we have to take in all items of cost with which we are confronted in doing business, for the reason that 85 per cent of our annual volume comes from thirteen of our own retail

(Continued on page 135)

Thorough Trading Area Coverage Through One Newspaper!

Only One Way to Cover Milwaukee

ONE newspaper does an effective job of selling the Milwaukee-Wisconsin market by itself—and does it so economically as to make any other plan extravagant.

Here's why: The Journal is read by more than 4 out of 5 families in Greater Milwaukee and by 40% of all urban families in Wisconsin outside of Milwaukee.

Here is coverage—economical, adequate, influential. Coverage which cannot be obtained in any other newspaper or combination of papers—because in Milwaukee county alone, 66,000 families read The Journal and no other newspaper!

Advertisers seeking a plan of economical marketing will use The Journal alone in Milwaukee-Wisconsin in 1931.

THE MILWAUKEE JOURNAL

Read by More than Four out of Five Milwaukee Families!

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Mr. Courage and Mrs. Clark

Or Why Do Women Buy Men's Dressing Gowns?

By Roy Dickinson

THAT'S where I think you're all wet, Mari. It's a slapstick. Chevalley is the best actor in the movies but he was twice as good in the 'Big Pond.' Didn't you love him in the 'Love Parade'? He seems to have so much joie de vivre-you know, pep. Didja like the comedy after it? No, not Mr. Gloom and the other guy. wasn't a comedy. That's direct from Washington. Cyril was telling me only last night.

"You see, Marj, if you and me and all was to open the purse strings like this here Mr. Courage says, everything would be all Jake again and that Simmons bed stock Cyril bought just before Labor Day last year would maybe go

"We had this traveling professor from Cornell or some place at the Woman's Club Wednesday and he said 'you, and you and you,' and he pointed at us. We are holding back something, wheels of industry I think he said. Cyril says with the sales of nail clippers off 26 per cent what does Mr. Courage think we're gonna use for money when we open the purse strings?

"If I ever knew Cyril was gonna take percentage and charts so serious, I woulda stayed single, I'm

telling you.

"I should get worry wrinkles all over my face about his sales

quotas!

"At that he admits it's people, not buying that hurts business. He wants 'em all to buy but me, and Christmas right on top of us all.

"I get all courageous and full of joy like this big smack in the talkies says will pull us all to the up and up, then Cyril grunts something about sales curves and saving

"It's got me all bothered.

"Yeah, I did a little shopping. They got some swell backgammon cases at Bergdorf-Goodman and I got the best looking set of three

sweaters at Best's you ever saw. Yeah, three; purple, green and yellow-swell. And a handbag at Bonwit Teller. A black enamel clock, too. Cyril likes me to pick out my own stuff. He don't have the time and it's terrible when he

does buy something.

"Him? I never know. He says if I ever give him another dressing gown he is likely to pull a Moon and Sixpence on me. He reads that damn book all the time lately. You know, it tells how the husband beats it to a sunny isle and meets a native dame there. I guess he's just trying to take his mind off nail cutters. It's got me molested-what I mean.

"About him, Marj, honest I don't know what to do. His Merry

Christmas I mean.

"Hand me that magazine, that one on top. He was looking at it last night. Maybe there's a something there. We gotta do our part. The more I think of it the more I think that one guy in the talkies was right. It ain't my purse strings Cyril spends anyway. plenty on matched irons and a new

golf bag.

"Now here's something he might like. It says it's a new gift that tames wild razors. He's a nut about razors and shaving himself. When we go out evenings he shaves twice a day. Think of it, this here is some kind of a magnet. You don't do a thing only lay the blade in and it's magic, it says. Looks good, Marj, and only two fifty. Oh, no! It says for Gillette and Probak. Cyril uses a Weck blade. Guess that's out.

"Here's an electric clock. We need a clock. Maybe I'll look

that over.

"Here's what they call a man's gift from the cow country. Solid leather attracts a man. It's kind of a kit a man sticks collars and razors inside of. Fifteen berries, imagine that!

"Here's another size for seven

Cooperation . . .

One day's mail brought these "thank you" letters from advertisers served by The Des Moines Register and Tribune.

NOBLITT-SPARKS INDUSTRIES

". . . you'd feel amply compensated for the time and trouble you had taken could you have seen the writer rushing around from first one official's desk to another this morning, displaying the evidence of your 100% cooperation."

G. W. Thompson, Vice Pres.

NATIONAL CARBON COMPANY

"I take this opportunity to thank you personally for your fine spirit of cooperation."

H. F. Long.

GENERAL ELECTRIC COMPANY

"This is the kind of cooperation that is certain to lead to our mutual advantage." R. E. Barron, Radio Advertising.

PENNSYLVANIA SALT MANUFACTURING CO.

"Your company has certainly given us splendid cooperation during the past year."

J. D. Swan, Mgr. of Specialties.

HAYS MacFARLAND COMPANY

"Thank you very much for your splendid cooperation which is greatly appreciated by both the Grigsby-Grunow Company and ourselves."

G. Kennedy.

CHARLES H. TOUZALIN AGENCY

This information is just as we wanted it and we wish to take this opportunity to thank you for your promptness in sending this material.

O. T. Anderson.

We know the Iowa market. Can we be of assistance to you?

The Des Moines Register and Tribune

A. Klein, Inc., 50 E. 42nd St., New York; Guy S. Osborn, Inc., 360 N. Michigan, Chicago; Jos. R. Scolaro, 3-242 Gen. Motors Bldg., Detroit; C. A. Cour, Globe-Democrat Bldg., St. Louis; R. J. Bidwell Company, Times Bldg., Los Angeles, 742 Market St., San Francisco; White Henry Stewart Bldg., Seattle.

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fifty. I might stop in at Abercrombie's.

"Here's a swell trunk. But Cyril ain't going anywhere if I can help it. I don't approve of some of his business trips to Boston.

"Here's another ad about how men love leather and show your good taste-jewelry boxes.

"Look at this ice box with a Christmas ribbon tied across it. It says in the ad that good cooks never need lack for lovers; what do you know? What does dewey fresh haircots mean, Marj? Oh, yeah.

"Here's the answer to a maiden's prayer, Marj, geranium cream and some astringent lotion. Oh, look, the whole frivolous five in a box that looks like a holly berry with a Paris education. Yeah, it's right on Fifth Avenue. What say we drive down?

"Does your Paul wear spats? can't get Cyril to use em, the big Here's some in all colors. "Yeah, I love marrons myself. Okay, on the way back from the

geranium cream place.

"Have you seen this new Beetleware stuff? No, it's glasses for the table and things like that. They don't break like a glass. No, they're made out of chemistry it says here. All different colors. might give Cyril a set. Like the time on my birthday he gave me a camp cooking outfit and he can't drag me to the camp. Sure it was for him; what did you think I mentioned it for?

"Listen to this, Marj, it says about this Beetleware: 'As practical as Wall Street. Durable as 42d and Broadway.' Get that line. Practical as Wall Street. After some of the dreams those babies in the ticker offices sold Cyril last

"A hot line, I'll say. This is a tricky one. They got six cups all in different colors, each inside the next larger one, all under a cover. They call it the Whoopee Sextet. For his office? Not a chance. Did you ever get a good look at his secretary? Much too good looking; you said it.

"Here's a swell page ad for Macy's. They do have men's stuff.

Now you couldn't exactly call this French robe, a dressing gown. I'd simply adore to see Cyril in one. Tell you what we'll do, Marj. Get the marrons first, then go to Macy's for that lounging robe, stop off for the geranium cream box and then drop in at the St. Moritz for tea.

"Thank God, Cyril's Christmas

is decided."

Quigley Buys "Motion Picture News" and "Daily Review"

News" and "Daily Review"
Martin Quigley, editor and publisher of
Exhibitors Herald-World, has acquired
the Motion Picture News and the Exhibitors Daily Review and Motion Pictures Today, both of New York. The
Exhibitors Herald-World and the Motion
Picture News will be consolidated at
an early date into one weekly publication
to be issued under the title of Motion
Picture Herald. The title of Exhibitors
Daily Review and Motion Picture Daily.
The News has been acquired by the
Quigley company from the Angus Company. The Daily Review was the property of Arthur James and Carry Gratz.
Both the consolidated weekly and the
daily will be owned by the Quigley Publishing Company, of which Martin Quigley is president.

ley is president.

Commander-Larabee Account to Mac Martin

The Commander-Larabee Corporation, Minneapolis and Kansas City, manufacturer of Larabee's Best and Miss Minneapolis flour, has placed its advertising account with the Mac Martin Advertising Agency, Inc., Minneapolis. This appointment, which includes the firm's subsidiary companies, is effective January I.

C. C. Warner, Advertising Manager, Phillips Petroleum

Cliff C. Warner has been appointed advertising manager of the Phillips Petroleum Company, Bartlesville, Olda. He was formerly with the Continental Oil Company, Ponca City, Okla., in a similar capacity.

H. J. Gediman Joins Rodney Boone Staff

H. J. Gediman has joined the New York staff of the Rodney E. Boone Organization. For a number of years he was with the sales staff of the Boston American.

R. C. Anderson, Jr., Joins "Nation's Business"

Robert C. Anderson, Jr., formerly with Popular Science Monthly, New York, has joined the New York advertising sales staff of Nation's Business.

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c. 18, 1930

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ly with rk, has sales Markets depend not alone on people, but on people AND their purchasing power.

THIS is the playtime in Florida for people financially able to play. And between now and May 1, 1931, more than \$150,000,000 will be spent within these state lines—new money, easily spent because it is vacation money.

With true state-wide distribution, "Florida's Foremost Newspaper" is a dependable, quick connection with spendable funds. Any market information you wish will be provided promptly.



The Florida Times-Union

Represented Nationally by REYNOLDS-FITZGERALD, Inc.

New York . . . Chicago . . . Fhiladelphia . . . Los Angeles . . . San Francisco

Member of the 100,000 Group of American Cities

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THE CHICAGO DAILY NEWS

LEADS IN FOOD ADVERTISING

In the first eleven months of the year 1930 The Chicago Daily News published 1,870,259 lines of food advertising—general, retail and department store . . . More food advertising than both Chicago morning newspapers, daily and Sunday combined . . . More than all other Chicago evening newspapers combined . . . More than any other newspaper of record, daily and Sunday combined. The Chicago Daily News leads in the selling of food to the home, principally because it is the home newspaper of this great market. It serves in a notable manner the needs of the modern housewife through a yearly

ADVERTISING REPRESENTATIVES

CHICAGO Home Office Daily News Plaza Tel. Dearborn 1111

NEW YORK John B. Woodward, Inc. 110 E. 42d St. Tel. Ashland 2770 DETROIT
Joseph R. Scolaro
3-241 General Motors Bidg.
Tel. Empire 7810

SAN FRANCISCO C. Geo. Krogness 303 Crocker 1st Nat'l Bank Bidg. Tel. Douglas 7892 ATLANTA
A. D. Grant
711-712 Glenn Bldg.
Tel. Walnut 8902

MEMBER OF THE 100,000 GROUP OF AMERICAN CITIES Because it is the newspaper of the

Chicago home . . .

Cooking School which 80,000 women attend; through a yeararound food kitchen and laboratory; a daily column on dietetics and homemaking by its own expert; a modern, scientific cook book and dietary guide published and sold through its own auspices. ¶ Edited for the home. Read by every member of the family. Distributed in the evening when the city's tide is homeward. Concentrating its circulation of more than 440,000 in the home areas of Chicago and its suburbs. ¶ The Chicago Daily News is an ideal medium for food and, indeed, any product designed to reach the Chicago home and its members.

American Newspapers
Leading in Food Ad-

vertising for the First

Eleven Months of 1930

Figures by Media Records, Inc.

The Chicago Daily News (6-day) . 1,870,259
Pittsburgh Press (7-day) 1,813,304
Los Angeles Herald (6-day) . . . 1,777,084
Washington Star (7-day) 1,748,039
Detroit News (7-day) 1,653,419

Philadelphia Bulletin (6-day) . . 1,603,468

Figures include general, retail and department store food advertising

THE CHICAGO DAILY NEWS

Chicago's Home Newspaper

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WITH AN UMBRELLA

It's as hopeless a job as trying to cover Oklahoma and Texas with the national magazines.

Six leading nationals have a total of 8% coverage in Oklahome and 8.2% in Texas, based on population. This is the lowest in the major farming states.

Alone, or with the nationals, you can get real coverage in Oklahoma and north Lexas by using the Oklahoma Farmer-Stockman. Sts A.B.C. circulation is 200,447.



OKLAHOMA

FARMER STOCKMAN

OKLAHOMA PUBLISHING COMPANY
The Daily Oklahoman W.K.Y. Oklahoma City Times
National Representative: E. Katz Special Advertising Agency

All-the-Year Merchandising Sent Timken-Detroit's Sales Skyward

Advertising Was Increased 30 Per Cent and Sales for First Eleven Months Were 54 Per Cent Larger Than Same Period Last Year

By R. W. Clarke

THE Timken-Detroit Company, manufacturer of oil burners, is this year investing 30 per cent more dollars in advertising than was the case in 1929. It also has a larger retail sales force—84 per cent more than last year.

Result:

Its sales for the first eleven months of 1930 are 54 per cent larger than for the same period last year, and 43 per cent larger

than for all of 1929.

The company has done things that are somewhat unorthodox. For example, it sold oil heaters in the winter as well as during the summer and fall. It broke away from the almost universal habit of not trying to sell during the winter, which was always regarded as an off-season period.

And in so doing it has demonstrated an important principle of selling, which is that even though a commodity, almost any commodity, is strictly seasonal so far as its use is concerned, its merchandising can be of the all-the-year variety. In other words, when the manufacturer of a seasonal article has sufficient vision to cause advertising to work for him every day in the year, his goods are no longer seasonal; they become all-the-year staples; they pass out of the specialty classification.

In the story E. V. Walsh, sales manager, told me about his company's 1930 program, with special application to the all-the-year selling feature, there is a great amount of sound merchandising wisdom that is strictly applicable to present-day selling conditions in gen-

eral.

"While we are doing 30 per cent more advertising this year than last year," he said, "our advertising increase for the first six months of the year was 37 per cent greater than for the same period of 1929. This was because we had made up our minds we were going to advertise more extensively in the winter months when oil burners were actually being used—and when, according to all the traditions of the industry, they could not be sold.

"This decision to advertise and merchandise actively during the winter was brought about by a well organized winter sales campaign which went into effect on November 1, 1929. And here is how we got the idea for the winter

campaign:

"In the summer of 1929 I read in a business paper an article written by a radio dealer who told about a successful radio survey which he had conducted, the survey being nothing more than a visit to homes for the purpose of inspecting radio equipment and making recommendations for replacements. Out of this we got the thought that we would make a brief survey of the heating plants in homes where we had been trying to sell oil burners, the purpose being that of pointing out the efficiency or deficiency of a heating plant when it was actually in use. Practically all of these interviews took place in the basements of the homes, usually in front of the boiler, and it was a simple matter to visualize an oil burner installation under these conditions.

"We were so impressed with the general appearance of this survey campaign that we concluded people would buy oil burners in the winter months if we could give them sufficient reasons for doing so. Conditions existing in other lines of business gave us much help and encouragement in forming this conclusion. We knew that 72.5 per cent of all radios are sold in the months when they are used most; 65 per cent of all electric

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refrigerators are sold when ice is required for food preservation and 40 per cent of cast iron boilers are sold during strictly seasonal months. On the other hand, only 30 per cent of our oil burner output had been sold during months when heat was necessary in the

"What it really amounted to was that out of six months' sales we had to pay commissions, overhead and profit for the entire year. During the other six months, we were, in a manner of speaking, marking time. This, of course, was in accordance with one of the staple and recognized drawbacks of the oil burner industry, namely: the distinct seasonal curve which has always existed. Sales quotas, expense quotas and every other kind of quota have been based on the conventional curve which past records have made.

More Steam Needed

"It was easy enough to see that anything we could do to speed up sales during the recognized 'off' months would be substantially that much net gain. We therefore set out on an earnest effort to sell oil heaters during the winter. In so doing, we proceeded pretty much as in the regular selling season, the main difference being that we reversed our advertising pressure and worked more, instead of less, as was previously the case. Selling is selling regardless of season.

"The sales volume showed no appreciable increase during the first month (November, 1929) that the winter sales campaign was in effect. Presumably the salesmen were mulling the matter over in their minds, trying to decide whether in this abrupt departure from conventional selling methods the company officials had retained their sanity and powers of reason-But in December the big increase began and continued throughout January and February to the tune of approximately 300 per cent over past records for the same months."

A natural question to ask, in view of the exceptional sales record the company has made, is whether the selling price of the Timken-Detroit burner was reduced and how much, if any, effect this had in breaking down buying resistance.

The price was reduced by 18 per cent. But this was not done until June 21 last. Meanwhile, the winter selling campaign idea had proved to be a distinct winner at the old price.

"We do not believe," Mr. Walsh said, "that the reduced price is by any means the primary factor in our enlarged selling volume; the result is due more to a combination of other important elements.

"It was not on account of selling needs that we made this 18 per cent reduction; it would have come about anyway in accordance with our standard plan of making our selling price the lowest that was economically possible, having in mind the need for realizing a fair net profit. The new price is strictly an outcome of added manufacturing efficiency made possible through larger volume and output.

"When we were able to effect that 18 per cent reduction we began to feature it in our advertising. We had previously been selling a burner which, while not the highest priced in the market, was to a considerable extent in the price class. We felt, therefore, that the time had arrived when we could feature price so that the public would know the Timken burner could be purchased for as reasonable a figure as any other good burner on the market.

"We made considerable capital also out of an investigation made last winter which showed us that five out of six Timken owners were spending less for oil heat than they had previously spent for hard coal. Thus we were able to centralize our advertising efforts upon two major factors—economy of purchase and economy of operation.

Speaking of price, though, it is rather significant to note that not once during the entire year have we made any change in our terms. Eighteen months ago we reduced our down payment to \$50 as com-

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pared with a minimum of \$175 previously asked. All through the present period of depression we have maintained this policy against the strongest kind of competition. During this year it has been possible for a purchaser to obtain certain oil burners on a trial basis without making any cash payment whatever. In other instances the cash payments were as low as \$25 or even \$10.

Dec. 18, 1930

"If competing makes of oil burners had not been high class merchandise and if the companies producing them had not been thoroughly reliable and strong. Timken-Detroit's overwhelming success would not have been so noticeable. This might have been pointed to as a reason for our being able to maintain our original terms without any detriment to our sales. But, in view of the high standing of our competitors and their merchandise, it must be concluded that our sales increase was due primarily to the bigger extent and continuity-don't forget the continuity-of our general selling effort.

In analyzing the reasons behind Timken-Detroit's ability, as related by Mr. Walsh, to use advertising so as to make its sales in this year of depression the biggest in its history, I was much impressed by another significant factor. the effective way in which the sales force was lined up behind the effort in a way to make it produce The company maximum results. realized full well that sheer weight of advertising alone was not going to do the full job. The advertising had to have behind it, not only the sympathetic understanding of the salesmen, but their intelligent cooperation.

To bring about this united effort -the absence of which, as everybody knows, is responsible for the failure of many an advertising program to deliver-Timken-Detroit made it plain, first of all, that the salesmen were going to have their full share in such good results as might be realized.

"Our men," said Mr. Walsh, "have made more money during 1930 than they ever did beforein the oil burner business, at any When we reduced our sales price in June it was done in strictly an economic way and with no reduction in the salesmen's commission

"In all our relations with our salesmen, having in mind the best possible results from our enlarged advertising program, we borrowed from the National Cash Register Company an old slogan which it has used for many years. The slogan is this: "Think in big fig-Throughout all this time of general depression we preached to our staff the idea of an unusually large sales volume, and carried on a vigorous campaign to get our retail salesmen aiming for large commission checks.

"To give point and substance to our sermonizing, we used the sales contest idea to an extent. One of these contests was held during the month of September, our peak selling season, at which time we do not ordinarily run a contest. felt, however, that it would be good psychology to allow the salesmen to have a crack at big cash prizes during the month when they stood the best chance of making their largest sales record. were right; it was.'

New Accounts to Porter

Agency The Blue Ribbon Clam Juice Com-pany, has appointed the New York office of The Porter Corporation, advertising agency of that city and Boston, to direct

its advertising account.

This office of the Porter agency has also been appointed to handle the advertising of Eastern Air Transport, Inc., operating a passenger service between New York and Atlanta. Newspapers will be used on this account.

Russell, Burdsall & Ward Appoint Ferry-Hanly

The Russell, Burdsall & Ward Bolt & Nut Company, Port Chester, N. Y., has appointed the Ferry-Hanly Advertising Company, New York, to direct its advertising account. This appointment is effective January 1.

Marvel Account to Redfield-

Coupe The Marvel Company, New Haven, Conn., has appointed Redfield-Coupe, Inc., New York advertising agency, to direct its advertising account.



Bottled Goods-Strictly Dry

A Novel Christmas Package Idea Helps Peck & Peck to Increase Holiday Business in Stockings and Other Furnishings

ONE of the most unusual package ideas of the year comes from the Peck & Peck chain of women's and men's high-grade apparel stores. These stores are selling bottled goods that are strictly within the law but which are "guaranteed to intoxicate the male or female consignee."

The contents of the bottles are silk stockings, scarfs, sweaters, neckties, etc. The bottles are novel packages, made of papier-maché in imitation of champagne bottles. They are labeled like the real bottles, except for the distinguishing notation, "Bottled by Peck & Peck."

These amusing packages come in two sizes, quart and pint. Tendollar purchases are packed in the larger size and \$5 purchases in the smaller.

This original method of putting up merchandise was decided upon in order to stimulate the sale of hosiery, principally. Peck & Peck were afraid that Christmas business in stockings might not be up to normal, due to business conditions and the fact that fine hosiery is now so inexpensive that it has

lost some of its caste as a luxurious, fancy Christmas gift item.

And the new package, so the stores report, has helped considerably in meeting this situation. The business done so far this year is reported to have increased in ex-

cess of 25 per cent.

The bottles are being featured in the stores' newspaper advertiseing. One of these advertisements in which the illustration reproduced above appeared, made suggestions for filling the bottles with merchandise grouped as "Champagne Cocktails for the Ladies," and "Champagne Cocktails for Gentlemen." The heading read, "The whole town's talking about Peck & Peck bottled Gifts for Christmas" and continued amusingly:

"The town is going to toast Christmas in the finest silk stockings and other intoxicating things poured into and out of a bottle—and onto the laps and the limbs of its smartest families. For the Peck & Peck bottle is the original Christmas Package and its contents are guaranteed to produce the most desired of all things—A Merry Christmas!"

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Building Indianapolis & have resources Associations of over \$100,000,000

INDIANAPOLIS is the home of 56 Building & Loan Associations, among them the largest institution of its kind in the world. The size of these associations accurately reflects the city's high percentage of individual homes and home ownership. Indianapolis is a strongly responsive market for all merchandise with a home appeal.

With a 65% greater home delivered city circulation than the next Indianapolis daily newspaper, The News is indubitably the home newspaper in this city of homes. Advertising dollars invested in this inviting market work with greater efficiency . . . produce greater profit . . . because

The News . . . ALONE . . . Does the Job!



The DIANAPOLIS NEWS The Indianapolis Radius

DON BRIDGE, Advertising Director

New York: DAN A. CARROLL 110 East 42nd St.

Chicago: J. E. LUTZ Lake Michigan Bldg.

Crossing your fingers is not enough

1931 . . . just in the offing . . . will bring big volume New York sales to those manufacturers and distributors enterprising enough and foresighted enough to plan ahead and to gauge market reactions accurately.

And in forecasting your own New York sales and planning your program to build them, use the valuable information and counsel the Boone Man offers you. 8, 1930

His experience in helping to market scores of widely diversified products here... plus his intimate knowledge of local conditions as they apply to specific products TODAY can be made one of your most effective business building assets for the coming year.

So why not call in the Boone Man... before 1931 arrives?

New York Evening Journal

MAIN OFFICE: 9 EAST 40th ST., NEW YORK CITY

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION NEW YORK, International Magazine Building . . . ROCHESTER, Temple Building CHICAGO, Heart Bidg. . . PHILADELPHIA, Fidelity Philadelphia Trust Bidg. DETROIT, General Motors Building BOSTON, 5 Winthrop Square PACIFIC COAST REPRESENTATIVE, H. H. Congar, 5 Third St., San Francisco

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In Detroit Advertisers Can Reach 91% of the Financially Able Homes Through The News!

UPON checking the same streets, in the same districts, where a leading Detroit department store recently found most all the residents to be charge account customers, it was revealed that 91% of the homes received The News regularly! This startling fact

is of particular significance to the advertiser interested in thorough coverage where the greatest purchasing power lies, and furnishes the strongest kind of proof that the Detroit market can be adequately covered by use of The News, alone, at a single, economical advertising cost.

The Detroit News

New York Office THE HOME NEWSPAPER I. A. KLEIN, INC.

Chicago Office J. E. LUTZ

Member 100,000 Group of American Cities

Johns-Manville Helps Dealers with Their Collection Letters

These Dunning Letters Depend on Good Humor for Their Effectiveness

By W. B. Edwards

Window displays, counter displays, folders-these are part of most manufacturers' dealerhelp lines. No retailer can voice a legitimate complaint about lack of co-operation from manufacturers so far as help in making a sale is concerned.

But after the sale is over-what then? How many manufacturers are ready to assist the retailer in handling those problems that arise after the merchant has made a

Take such a common retail problem as collection work. It has been said, and with justification, that there is no business letter more difficult to write than the collection letter. Yet surprisingly few manufacturers help their dealers to write these letters.

One of the handful that do is Johns - Manville. This company places at the service of its distributors an extended series of collection letters from which the retailer is at liberty to make a selection for his own use.

The letters are based on the supposition that a little good nature, a little humor, is not out of place in collection work. In other words, these letters are not mournful; neither are they clownish. They are not tricky. They are simply pleasant, cheerful reminders that payment is overdue.

For example, one letter offered to Johns-Manville dealers reads as

follows:

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Office

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Dear Sir:
One of our good customers had the misfortune to break his right arm the other day.
Of course, the injury was painful but what bothered him most was the fact that he couldn't sign checks with his left hand.

He was game though, and because he owed us a little bill that was due he went to the Telegraph Office and WIRED us the money. He proved the truth of the old adage that "Where there's a will there's a way."

By the way, your account shows a total of \$..... that was due Very truly yours.

That letter would not be suitable for all types of business. A distributor of Steinway pianos probably would not want to use it. Undoubtedly in certain territories distributors of Johns-Manville prod-ucts would rule it out. But certainly the letter is of the sort that would appeal to a good slice of the masses-the same people, for example, who think that Amos 'n' Andy are the acme of wit.

It is up to the retailer to determine whether his clientele is the kind that would respond to that sort of appeal. If he rules against it there are others in the Johns-Manville series for him to choose from; that is why the company provides opportunity for individual selection.

Here is another:

Memorandum for today. "John Smith & Company September bills past due \$..... send

Thank you. Very truly yours,

Some may incline to the view that the above letter is too abrupt. Others may contend that it is too obviously an attempt to be clever. Perhaps it will have to plead guilty on both counts-so far as certain types of businesses are concerned. But a goodly number of Johns-Manville distributors have used it with fine results; which proves, once again, that this matter of collections, like all other relations between humans, depends upon the individuals involved.

In other words, the collection letter must be attuned to the person to whom it is sent, and also to the one who sends it. In this case, Johns-Manville is preparing collection letters for distributors of building and allied materials. These

distributors are of all kinds; large distributors who contact their trade through salesmen, small distributors who do their own selling and know all their customers by first name. It is obvious that all of these varying types of distributors are not going to use the same type of collection letter.

A third letter offered to Johns-Manyille distributors is distinctly unusual. It doesn't tell the customer that perhaps he has forgotten to pay his bill or that maybe he has overlooked previous letters. That is, it doesn't tell him these things directly. Indirectly though it gets across this very message and with a degree of cleverness that is commendable.

This is how it reads:

Thank you! For your patronage We appreciate it.

It is our aim to render you the utmost in service, and to supply your requirements with quality products

Any suggestions you may have for improving our service will be

which are overdue.

Thank you once again-for your remittance.

Even for the third letter in a collection series, Johns-Manville feels that pleasantness will accomplish more than a display of force. Here is the recommended letter for the third in a series:

Good morning! We hope this will be a good morn-

ing for you. And we hope you will make it a good morning for us tomorrow by forwarding promptly your check for that past due account of yours amounting to \$

This is our third letter, you know, regarding it. Very truly yours,

Having thus retained a refreshing cheerfulness, the company feels that its dealers may now become a bit more severe. Three letters follow, all of them suitable for use toward the tail end of a collection They are all commendable for the admirable restraint displayed and the cheerful dignity

with which they urge settlement.

We like to believe that every customer of ours is a friend.

And we do everything within busfriendship.

We granted you a friendly ac-commodation in extending a line of credit. We are not assuming that you have ignored the obligation to pay promptly which the recipient of oredit favors assumes. Nevertheless, your account shows a past due balance of \$..... about which we have already written you times, without a response.

Please don't consider these letters offensively persistent, but past due accounts and the necessity for our accounts and the necessity are the following them closely for payment are the danger spots which might develop into the cause of a rift in our friendship.

We don't want that to happen and that is why we are so anxious to see your past due account eliminated. We don't want to lose a friend, and hence urge that you forward check for g..... by return mail. Very truly yours,

There's a lot of fun in business

life But there are some disagreeable duties

The most disagreeable to us is the necessity for reminding a good friend of an overdue indebtedness.

But it's one of these things which st has to be done. In order to just has to be done. do business successfully in these competitive times it is necessary that all good business houses keep their Accounts Receivable well in hand. Past due accounts clog up the wheels of progress. We want to keep the road clear in order to render our customers that last word in practical service, which is our first aim

Won't you help us by mailing your check—now—for your overdue account amounting to \$.....?

Very truly yours,

I've been talking to myself.

I've been talking to myself. I was around on the other side of the desk, figuratively speaking, trying to put myself in your place and explain why that past due account of yours, amounting to \$.... has not been paid.

I must confess that I didn't make a howling success of the job, principally because you have not answered my several previous letters regarding the account.

swered by several previous regarding the account. But I had to try—because John Smith & Co.'s policy is to consider the customer at all times.

It is a good policy, but it needs to work both ways to be really ef-fective. Won't you try it? And send your check for \$...... or at least tell us when we may

expect it. . Very truly yours,

These letters, PRINTERS' INK is informed by J. L. Wood, general credit manager of Johns-Manville,

Hail, George A. Citizen!

When Gabriel's trump blares finis, someone somewhere will be interrupted in the midst of explaining that he is using this newspaper in preference to that because "... we want to reach the better class."

If all the advertisers with the better-class complex had to split the business of that class between them and do without all else, what a break it would be for those with no delusions of grandeur! For whatever they might wish could be the case, nine advertisers in ten must in all honesty confess that old George Average Citizen is the boy who pays their rent. George, however questionable may be his taste in neckties, is the real architect of big business—no one ever built a mile-long factory by selling breakfast food to a select group of Gold Coast families.

George and his ilk comprise about ninety-eight per cent of the circulation of any newspaper which can discuss coverage without blushing. As the Chicago Evening American can, for instance, by virtue of outstanding and long-established circulation leadership in its field.

And not only has the Chicago Evening American this leadership, but it knows and can prove more about the character and buying power of its readers than can any contemporary—ask the Boone Man to show you "The Buying Power of Chicago," an analysis unapproached in significance by anything you have yet seen.

AMERICAN

a good newspaper now in its TENTH
YEAR of circulation leadership in
Chicago's evening field

National Representatives: RODNEY E. BOONE ORGANIZATION

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NK is eneral iville, have been found to be effective in actual practice. The group printed here is merely a selection, picked to give the spirit of the collection follow-up offered to Johns-Manville dealers.

They are used in their entirety by a large group of the company's distributors. Others change them here and there to suit local conditions to make them more directly applicable to specific accounts. They represent a form of dealer help that distributors appreciate at any time, and at no time more so than the present.

Angles on Space Buying

Second Article in Series Emphasizes Importance of Advertiser's Objectives

By Earl C. Norris

Vice-President, Churchill-Hall, Inc.



Blank-Stoller, Inc.

Earl C. Norris

PERHAPS I can best express the importance with which we look upon space buying by saying that the head space buyer for this agency is H. B. LeQuatte, our president. While the assistant space buyers are the various account representatives, no list is made up that is not reviewed in detail by the president. It is our belief that space buying is too important to be entrusted to any individual whose duties are confined to space buying alone.

Space buying is done for the advertiser—to make a medium fit into his marketing problems. It is, therefore, intimately connected with his selling job, whatever its nature. It is by its nature, then, tied up closely with the whole ser-

vice to be performed for the client. The selection of the proper kind and amount of space for a given job must be an integral part of the entire planning for that job. In our opinion, therefore, space buying is not a job for one man, concerned only with that function. One man, effective enough in the old days when bargaining and a knowledge of how low a price space could really be bought for, is not today in the best position to know how effectively space can be used by the advertiser.

The man with a purchasing mind only is likely to lack the perspective necessary to make the space an integral part of the advertiser's selling plan. It seems more logical that an individual who comprehends the entire purpose and objective of the advertiser and the methods adopted for accomplishing a given result is in the strongest position to have the final word on space buying.

Our different angle of thought on the matter of the great importance of the space-buying job (if it is different for the president of an agency to pass finally on all lists) is due in part at least to the fact that our president for ten years purchased space for a large agency and has always considered it a most important part of our agency's job.

The importance at this time of careful selection of the weapons with which the manufacturer is fighting for his share of business, cannot, in my opinion, be overestimated.

this is de

ERE was a time when printing was just printing. Except for the few who really knew something about types and letter-press, people were not choosy.

In recent years this has all been changed. Today the man in the street and the lady of the house are both keenly alive to the difference between the good and the not-so-good, in printing as in all else, and they react accordingly.

We would be glad to review some of your printed pieces and to make any suggestions for their betterment that may be in order.

Charles Francis Press

PRINTING CRAFTS BUILDING

461 Eighth Avenue, New York

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100,000 PERSONS Demonstrate the Influence of the

OKLAHOMAN and TIMES

Oklahoma City's downtown district was jammed for a mile and a half with 100,000 persons who came to witness the Oklahoman and Times' Santa Claus parade and spectacle, held at noon Friday, December 5th. Never before had the retail shopping area seen such a crowd. It was a vast tribute to the influence of the Oklahoman and Times in presenting

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Oklahoma City with the feature of a two-day Christmas celebration.

Because Oklahoma City is the buying center for a wide area, the event was planned for Friday, giving out-of-town visitors the opportunity of combining a two-day shopping tour with their attendance at Oklahoma City's Christmas party. Results: retail stores were filled to overflowing and the Christmas buying season was begun in earnest.

Thus is given another demonstration of the influence of the Oklahoman and Times in Oklahoma City and its Market. Here is a buying area, built with Oklahoma City as the hub, and sold by the Oklahoman and Times at one low advertising cost. In an area whose principal city showed a 14% gain in per capita spendable income (\$732 this year), the milline cost of the Oklahoman and Times has dropped 28c. to \$2.04. Sales opportunities in the Oklahoma City Market are not only greater, but they are possible at less cost . . . if the Oklahoman and Times carry the bulk of the campaign!

THE DAILY OKLAHOMAN

THE OKLAHOMA FARMER STOCKMA'N

Hatenant Representative EKATZ Special Advertising Agency



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18, 1930

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To Rodney E. Boone and his men The Detroit Times sends a Merry, Merry **Christmas Greeting** and the same to all our friends everywhere.

[&]quot;THE TREND IS TO THE TIMES"

Weakening Salesmen with Too Much Support

Fewer Crutches Might Mean More Selling

By Aesop Glim

"IT seems there was a traveling salesman—." Once upon a time such a beginning invariably introduced a story which could be depended upon to be, at the least, a masculine (virile) story. Today, such an opening is more apt to lead to an account which could

be printed anywhere.

The salesman now ends up as an outsmarter-winning a sales victory over a stubborn customer by means of "psychology" or "mer-chandising" or "sales promotion" equipment. A definition of the ideal salesman of today is quite apt to make him out a scientific nice-nelly-carrying a bag of tricks with which to meet any situationdauntless, unafraid, superior to his customers and his job-the "field of a swivel-chair representative" sales manager.

Within the last year I heard an exposition on the qualifications of the ideal sales manager. It was asserted (and generally accepted) that he should be much more of a manager than a salesman. definition went to the point of making the ideal sales manager a composite personnel expert, quota hound and statistical sleuth-everything but a salesman. And just about that same time I attended a sales convention and heard a sales manager swear at his men-in He talked about "damned" this and that and the "darned" that and this-to a point where I felt I had stumbled into an overly rough Y. M. C. A. meet-His salesmen came out of the meeting all jittered and determined to read six more books on "the scientific approach." year that sales manager won't even swear.

Are my pictures overdrawn? Not seriously.

There are still some sales organizations composed of selling

fools, headed by their star salesman. I know of some such. But they seem to be on a numerical decline.

There is an increasing number of sales "staffs," where the emphasis is on Merchandising rather than on selling and on Sales Promotion rather than on foot and

head work.

As little as five years ago I saw a general acceptance of the idea that advertising departments were subsidiary departments to sales de-partments. Today I see a tendency toward the exact reverse. The sales department leans so heavily on the advertising department that the salesmen almost wait for orders from the advertising manager.

Under the labels of Merchandising and Sales Promotion, the sales manager has bought something. And I see that something as a devitalizing element—the thing which threatens to change salesmen from selling fools into nice-nellies.

down - minimize - my Write charges in terms of any particular sales staff. The danger is there and needs watching. If you recognize some of the symptoms of the malady, perhaps you will be interested in speculating on the causes.

Here are my hunches.

First, I think we have oversold the importance and power of advertising to a point where the salesmen expect advertising to do all their work for them. selling is hard, the salesmen blame the advertising. I know of several cases where the advertising manager has the buck passed to him for each and every let-up in sales. And without exception, the advertising manager accepts the buck. A false sense of sportsmanship makes him carry the load and do his damnedest to force sales, instead of passing the buck back

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where it belongs. Selling is the

sales department's job.

Second, I think Sales Promotion has become too much of a formalized entity. We are too apt to think of Sales Promotion as a tangible medicine—a known quantity like castor oil—which can be applied any time the patient has a headache—with predictable results. Whereas, I believe sales promotion should be defined and limited to somewhat lesser importance.

There is danger in thinking of a Sales Promotion Department as a medicine cabinet full of patent medicines—formalized and surefire. The danger is that we will trust to forms and tricks, search too hard for precedents, operate by rule-of-thumb. We may drill when we should use dynamite—or blast when we should only drill.

Sound medical practice calls for diagnosis and prescription. The medicine is fitted to the case at hand, after a study of the case at hand. And we might carry the simile further by pointing out that most doctors recognize that the patient cures himself—or fails to —and that all he, the doctor, can hope to do is to warn the patient to take care of himself while Nature does its work.

Sales Promotion plans and materials should be matters of prescription—each time fitted to the case at hand after a study thereof. The question is not what stunt shall we pull, but what is wrong with sales and what is needed this time to make them pick up.

Sales Promotion Methods—formalized and enjoying a separate entity, are a menace to original thinking. Tricks take the place of foot and head work.

Third, I fear the word Merchandising. It is too loosely applied. We don't speak of the writing of headlines as an "advertising" problem; we recognize that the word advertising would be too broad a description. Yet we take any subdivision of Merchandising and call it a merchandising problem—which it is, but isn't.

I would define Merchandising as the broad term covering all phases of co-ordinated selling. It includes the what, why and how of the product itself, the prices and discounts, the packaging, the distribution channels, the sales story, the selection, training and routing of salesmen—and more besides.

Merchandising is formalized and scientific in the sense that all the steps and operations are thought out and studied in advance—made part of a comprehensive plan—instead of being left to individual and haphazard thinking and efforts.

There is great danger in thinking of Merchandising as something formal or scientific in any sense other than this. The danger lies in leaning heavily on something which is only a word and its definition.

Just recently I read a presentation—from an individual of some repute to an organization—on the subjects of sales promotion, direct mail and psychological appeal. The report covered fifty or more typewritten pages. It was without doubt the most fluent and verbose bit of writing I have seen in some time.

But it was all patter. Just patter. Every bromide, every term, every expression you have ever heard on any of those subjects, was in that report. But not a single idea, not a single definition, not a single fact. It was an array of the labels in a cabinet full of patent medicines. And the implication was there in black and white that it was only necessary to mention an ill or a situation—and the nostrum, all prepared, was immediately forthcoming—and sure to cure.

The Power of Advertising, the Sure-Cure of Sales Promotion, the Science of Merchandising—these, formalized and worshipped as gigantic abstracts—are the menaces which threaten to devitalize salesmen today.

Three supposedly unfailing bags of tricks are being substituted for what was once a fine art in itself—the art of Selling. When sales fall off, we are too prone to call upon any department except the sales department for a means of sticking pins into dealers. The

Can You Imagine Me In Whiskers

No KIDDING, a week more or less from the time you read this, I'll be donning the alfalfa for the annual farce entitled "Everybody Pays But Father." Aside from it being kinda silly to wrap up in red flannel and boots when the sun calls for a swim, I'm a natural as Kris Kringle. The tummy's there anyway. Be all that as it may, the moment at hand is the last chance I'll have to extend Christmas felicitations from this friendly newspaper to all you indulgent lads and lassies. Printers' Ink were anything but a weekly, I might be able to hit nearer the day itself. Which intrigues my naturally willing mind into a short contemplation on the blessings of a daily. The Examiner is delivered every morning to more modern homes than any other Los Angeles paper. If you want to sell your product on December 26th, tell 'em about it that morning. If you have a craving to point with pride to your success in 1930 and discuss your fond expectations for 1931, The Examiner will take your message to the most morning and Sunday readers on any day you pick. In less involved terms: for quick selling and timeliness use the paper the moderns prefer. Merry Christmas!

LOS ANGELES EXAMINER PUT YOUR MESSAGE BEFORE THE MODERNS

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pins need to be stuck into the salesmen more often than into the dealers. And sometimes a great big pin needs to be inserted in the sales manager's swivel chair-to the end that he will get up on his feet and address the salesmen in the glowing language of the good old days.

Selling needs to maintain its own entity-as a vital force in the scheme of things-working in harmony with advertising and drawing some equipment from a sales promotion department. But walking or running at all times on its own legs-trusting no crutches, believing in nothing as firmly as in leg work and on-the-spot thinking.

New Accounts to Rogers, Hinman & Thalen

William Faro, Inc., New York, book publisher, has appointed Rogers, Hinman & Thalen, Inc., advertising agency of that city, to direct its advertising account. Newspapers and magazines will be used. This agency also has obtained the account of the A. A. C. Model Aircrafters, New York. Newspapers and juvenile and mail-order magazines will be used. zines will be used.

Key System Account to Edwin Bird Wilson

The Thayer Telkee Corporation, Los Angeles, maker of key systems for schools and business buildings, has placed its advertising account with the Los Angeles office of Edwin Bird Wilson, Inc., advertising agency. Business and school publications will be used.

A. H. Noves with Arthur Hill, Inc.

Alfred H. Noyes, formerly business manager of Oil Heat, New York, and before that, with Batten, Durstine & Osborn, Inc., has been appointed vice-president of Arthur Hill, Inc., New York, printing.

Made Advertising Manager, Nashville "Tennessean"

Eugene S. Tanner, a member of the advertising department of the Nashville Tennessean for a number of years, has been appointed advertising manager of that paper to succeed M. Stratton Foster,

Washington Newspaper Publishers to Meet

The mid-winter session of the Washington Newspaper Institute will be held at Seattle, January 22 to 24, bringing together publishers of that State.

To Publish "Interior Architecture & Decoration'

Interior Architecture & Decoration is the name of a new magazine which will be published shortly after the first of be published shortly after the first of the year. This magazine, which will be devoted entirely to interior decoration, will be published by the Interior Archi-tecture & Decoration Publishing Com-pany, with offices at 247 Park Avenue, New York. Members of the publishing firm are: Harry Anderson, president and general manager: Gustave Petersen, vice-president and treasurer, and Carl Many Ly. Secretary and editor. Maas, Jr., secretary and editor.

Mr. Anderson was formerly for several years with the Architectural Forum in an executive capacity, Mr. Petersen has owned and published a magazine in the heating and ventilating field for twenty-three years and Mr. Mass for two years was managing editor of Good Furniture and Decoration.

Wilfred Kean Joins Globe

American Corporation Wilfred Kean, for the last two years Central sales manager and, before that, assistant sales manager of the Estate assistant sales manager of the Stove Company, Hamilton, Ohio, has joined The Globe American Corporation, Kokomo, Ind., heaters and ranges, as manager of dealer sales.

To Represent "The Scholastic"

and "St. Nicholas"

Arthur H. Moulton, who was formerly associated with Blanchard-Nicholas-Coleman and Johnston, publishers' representatives, and who for six years was advertising manager of Everyday Life, Chicago, has been appointed representative in the Western territory for The Scholastic and St. Nicholas.

Appoint R. F. Walker Agency Appoint R. F. Walker Advertising Agency, Chicago, has been appointed to direct the advertising account of the Chicago division of the Mountain Valley Water Company. It also has obtained the account of Fairman, Johns & Company, Chicago, stocks and bonds. Newspapers will be used for both accounts.

C. W. Plass to Start Own Business

Charles W. Plass has resigned as merchandising counsellor of the S. R. Johnson Company, Oakland, Calif, oil burning equipment. He plans to form his own company of consulting engineers and merchandising counsellors.

New Account to Campbell-Sanford

W. B. and J. E. Boice, Toledo, makers of Boice-Crane woodworking machinery, have appointed the Campbell-Sanford Advertising Company, of that city, to direct their advertising account. 18, 1930 rchitec-

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Newspaper Circulations

of one dimension . . . good of two dimensions . . better of three dimensions . . best

The first dimension is length—number of papers sold. Every newspaper has it.

The second is breadth—territory covered. Some better mediums combine uncommon breadth with length.

The third dimension is depth—reader responsiveness. Age brings that seasoned appeal which adds immeasurably to advertising resultfulness. Age—and leadership.

An exhaustive study of the San Francisco market discloses a superlative depth in this newspaper's circulation. It shows an amazing percentage of high-buyingpower families covered.

Now embarking on its second half century, the Examiner offers a 3-dimensional circulation which has led, unchallenged. for 35 consecutive years!

San Francisco EXAMINER

Are You Profiting by Ho

Baltimore is enjoying above-average business activity—well above the average. For example:

Baltimore department stores, now at their busiest, were very busy in October, too. According to the latest Federal Reserve Bulletin, Baltimore's department stores in October did 4.1 per cent more business than during the same month a year previous.

For the Fifth Federal Reserve District as a whole, the October gain was 1.8 per cent. Baltimore led all other cities of the District.

Your share of this above-average business activity of Baltimore, as most advertisers already know, is most readily obtained through consistent use of the advertising columns of The Sunpapers. Latest circulation figures—

THE SUNPAPERS

in November

Daily (M&E) 299,301



nore's Business Activity?



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SUNDA

New York: John B. Woodward, Inc. Atlanta: A. D. Grant

Chicago: Guy S. Osborn, Inc. Detroit: Jos. R. Scolaro

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AND now the Iron Fireman Manufacturing Company of Portland, Oregon, adds its good word to that of hundreds of others, as a comment of importance upon the utility of Free Press circulation.

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THEIR own words are quoted:

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"THE selection of a newspaper to carry our 1930 messages to the people of Detroit was most carefully made."

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"THE Iron Fireman naturally appeals to the successful business man.... to the owners of the better class of homes—men and women who want

excellence in home heating equipment."

q

"OUR analysis of Free Press circulation and of its editorial appeal showed us that it would deliver our story to the very classes of people we wish to reach. Results have confirmed the wisdom of this decision."

q

TOO, results will confirm your own good judgment in selecting The Free Press to present your advertising message in the 1931 tempo of "millions for results, but not one cent for blarney."

The Petroit Free Press

VERREE & National

CONKLIN, INC.
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What Employers Want in Letters Applying for Jobs

A Negative Approach to the Problem of Writing Position Application Letters That Click

By John J. McCarthy

A CLIENT recently requested us to insert a classified advertisement in the metropolitan papers for a sales executive. The advertisement was to run for several days. There had been an unexpected resignation in his organization, and a new man was required at once.

The position open was that of an assistant to the general sales manager, and the advertisement inserted so stated. The copy told about the type of concern requiring this man, and the nature of its business. It stressed the fact that experience in the firm's particular line was preferred but not necessary. Mention was made that it was a salaried position and applicants were specifically instructed to give their past business experience in detail, so that an interview could be arranged in the city.

Several hundred letters and two telegrams were received in answer to this advertisement. Without exception, every one of these replies was read and considered. And of them all, only a dozen or so were found to be eligible for the further consideration of a personal interview.

Many more would have been granted an interview had their letters been convincing enough to merit a follow-up. That they were not was cause for disappointment to the firm which had a job to offer, and which was perfectly willing to spend the time in personally interviewing hundreds of promising prospects, if necessary, to secure the right man.

"With the employment situation as it is at present," remarked our client after he had reviewed the letters received, "I was frankly amazed at the mediocrity of our replies. I naturally had the impression that with a scarcity of jobs,

the applicants answering our advertisement would give a little time and thought to their letters. Instead of sending in hurriedly written notes containing only meager information about their experience, I believed that the applicants would have studied our advertisement, and at least acceded to our request to give their past experience in detail so that we could competently judge whether they were worthy of an interview.

"Instead of 'selling themselves' sufficiently by letter in order to secure an interview, the great majority of applicants preferred to rest their case until an interview could be arranged. Since one of the fundamental duties of the sales executive we wanted is to handle correspondence intelligently, these applicants had to be ruled out from the start. We cannot afford a sales executive who cannot employ Uncle Sam to promote a few sales."

Especially Hard These Days

Writing a letter of application that will click is not an easy task even in times when jobs are plentiful. Certainly it's not any easier today with fewer openings. This is all the more reason, as our client contended, that applicants should give greater heed to their first letters. Surely the competition in business today literally demands that those engaged in it must learn to express their thoughts on paper, or at least know some of the fundamentals of business correspondence.

This particular batch of applicants' letters indicated that there are still a great many business men with a record of sizable incomes who fail to recognize that a type-written letter is usually more acceptable than one written by hand;

Dec.

that an originally typed letter is more effective than a fifth carbon which can only be read under a glass; that correct spelling is al-

ways essential.

Only four out of the several hundred replies sensed that a photograph might be a factor in deciding in their favor, and sent one along. Only a small percentage deemed that it would help in arranging the interview if they gave

their telephone numbers.

Failure to send in a typed application, misspelled words, and blurred carbons may seem like trifles, but they are trifles which are magnified when you are considering several hundred letters. Even if you are most patient and broadminded, you are apt to become slightly exasperated when letter after letter is written in those fantastic, hieroglyphic styles of handwriting which many humans affect. Blurred type carbons do not ease the situation.

In fact, you are likely to become almost faintly rebellious when you note some of the contents of these letters and attempt to analyze them sensibly. For example, several applicants were only in their middle twenties, yet they "possessed a thorough knowledge of advertising through long experience." Not only had they mastered the technique of copy writing, but they were competent to set the firm's advertising policy, and make it increase sales. They offered this unusual ability only as a sideline to their real prowess as sales executive, for which the advertisement called.

Another versatile claimant, just a few years out of college, had no experience in selling the product manufactured by the firm, but he had sold "every other type of product which you could think of."

Evidently, there still exists to a large degree the traditional attitude among many engaged in sales work that a faculty for writing even a fair sales letter is of minor importance compared to one's ability to "talk a sale." This line of reasoning, which hearkens back to the old days when the only requisite for being considered as a possible star salesman was a repu-

tation as a great talker, was contained in letter after letter.

The senders of these letters seemed to think that the request for full particulars of their past experience was put in our advertisement to fill out space-they ignored it entirely. They banked their all on selling themselves in the interview. Those who did casually mention some of their past experience, which happened not to be in our concern's industry or even in an allied one, regarded the fact very lightly. "Just give us an interview," they

"Just give us an interview," they argued, "and we will show you that a salesman is a salesman regardless of the type of product he

is selling."

It so happened that the industry in which this is classed is a highly technical and specialized field with many varied problems involving production, sales and merchandising. Its many ramifications cannot be grasped overnight, and a man who has had experience in this field has a decided advantage over one who has none. Furthermore, the general sales manager who was looking for the assistant executive had spent a lifetime in that particular industry, and although he was quite willing to engage a man without previous experience in his field, an appeal that such experience was not valuable for the job offered naturally failed to register with him. He knew otherwise.

Here's a typical letter which illustrates how some of the applicants regarded the request to send full details of themselves; what they thought of experience in the particular field in which the position was open; and how important it was that an interview should be granted before the prospective employer could get even an inkling of how capable the applicant was:

Gentlemen:

Give me an interview and let me sell myself to your organization. I'll guarantee the best of references—a whole portfolio full—and

Crop Returns Break All Records

In the Los Angeles Area

During the past year the five counties comprising the Los Angeles area—Los Angeles, Ventura, Orange, San Bernardino and Riverside—received the largest cash returns for their crops in the entire history of the community.

More than \$212,000,000 was received by local orchardists, farmers and dairymen, which means that Southern California is able to ride through a world-wide business depression with one of its greatest sources of income unimpaired.

The Los Angeles Times has made an exhaustive local crop survey, and has just



reprinted in single-sheet form an interesting series of articles giving in detail the facts and figures. A copy will be mailed on request to any Printers' Ink reader.

los Anglies Times

Eastern Representative: Williams, Lawrence & Creemer Co., 360 N. Michigan Bivd., Chicago, 285 Madison Ave., New York. Pacific Coast Representative: R. J. Bidwell Company, 742 Market St., San Francisco. White Henry Suart Bidg., Sestile.

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18, 1930

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a lot of other junk that I cannot cover in this letter and which you are not interested in here. Am attaching a write-up about my ability.

The write-up attached was from a business paper dated several years ago. It was a brief item of several paragraphs concerning the applicant's talk before an out-of-town luncheon club on what a great factor pep is in successful salesmanship.

Another example of how applicants gave full details:

Dear Sir:
Age. 29.
Experience. Four years
Schooling. University
Not married.
Yours very truly,

Still another. (This was on the letterhead of a prominent college club.)

Gentlemen:

I have not had any experience in your field but think my experience will enable me to meet your needs. I shall appreciate an interview at your convenience.

Yours very truly,

We happened to have handy a year book of the college club from which this letter was received. We looked up the sender, and found that he was in the class of 1920. Here was a man ten years out of college who should certainly be aware of the stiff competition for sales executive positions in these times, yet he was content to stake his chances for getting an interview on a brief note.

Two other applications written on the letterheads of well-known college clubs did not exactly enthuse the reviewing committee. One stated that the sender was only interested in "a dignified type of executive position" while the other inquired as to whether the position vacant offered "a legitimate way to earn a good living"!

Several elaborately printed presentations containing dynamic prologs, absolutely complete record of many superb achievements, letters of reference, photograph of the sender in a very businesslike pose, and all-crowning epilogs were received. In contrast with a simple, direct and convincing letter for a particular job, such presentations

usually impress the reader as a canned, standard sales talk.

Without exception, the letters which were selected for the purpose of arranging an interview, out of the several hundred received, were ones which really answered the advertisement. The chosen letters complied with every required specification. These successful applicants simply related their experience, and in no way attempted to exaggerate their importance.

The stories of their careers were written in a straight away fashion without any detours or editorializing. They put it up to the reader to inject his own comments and draw his own conclusions. If they were twenty-five or forty, they said so, and let it go at that, instead of eulogizing militant youth or the matured experience of a man in the prime of life.

In the instances where these successful applicants had no experience in the industry in which the job was open, and there were but few who had, they did not hesitate to say so. Nor did they try to minimize this fact. They were absolutely specific on this point, and in no way inferred that previous experience in this specialized industry was not necessary to fill the position offered.

The majority of them outlined their experience in the manner of the usual printed blanks which firms ask applicants to fill innamely the last position held first with the preceding ones following in order, and included brief supplementary information concerning their education and private life. In short, they gave the "full details" which the advertisement requested. They told the prospective employer what he wanted to know before granting an interview. And that's why this dozen or more applicants got the interview, and the several hundred others did not.

Appoints Powers-House Agency

The Globe Machine & Stamping Company, Cleveland, Ohio, has appointed The Powers-House Company, advertising agency of that city, to direct the advertising of its automotive specialties and its dry cleaning machine for home use.

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AYBE you're among the majority who doesn't care whether your customers "charge it" or pay cash. But when you start thinking of cash . . .

. . . \$2,000,000,000 sounds pretty good . . . a million new customers, 752,115 of whom live in or within 50 miles of New York, look fairly sizable. No matter how much business you're already doing, you can't be blamed if you say, "Lead me to them."

You can find them quickly enough ... advertise in the Sunday New York American. In fact, 69.3% of this million reads nothing but the American on Sunday. You can't very well take their cash if you let the American go.



SUNDAY NEW YORK AMERICAN

a Million Fre

Nationally Represented by PAUL BLOCK & ASSOCIATES



From Advertising Record Co. figures

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All Ups and no Downs for 137 months

SINCE its first issue of June, 1919, for 137 consecutive months, through two major depressions—the advertising volume of The News in any month has exceeded that of the same month in the previous year . . . climbed upward without a loss for eleven and one-half years . . . the only newspaper in New York, if not in publication history, with so long an uninterrupted record of advertising growth . . . Particularly significant today, when nine of New York's fifteen newspapers have been swimming downstream for more than a year! . . . Advertisers made this record for The News-simply because The News made records for its advertisers! . . . If you are not a News advertiser, you've missed a good thing long enough. For 1931-consider!

THE NEWS, New York's PICTURE NEWSPAPER
220 East Forty-second Street, New York

Tribune Tower, Chicago + Kohl Building, San Francisco

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YOU should know MADELIA, Minnesota and her "Little Sister" cities better



—TRADING CENTERS FOR A MILLION AND A HALF FARM FOLKS

ADELIA, Minnesota, is representative of the towns of 2,500 or less in the Northwest (Minnesota and the Dakotas) where 88.7 per cent of the 1,610,000 farm people do their buying.

Dealers here are largely dependent upon farm trade and base their purchases upon farm demand. They are served from a single wholesale district.

Farm homes comprise the largest residential district in the Northwest. THE FARMER, the weekly "newspaper of the farm," reaches more homes (now 279,000) than any other publication of any kind in the territory.



Saint Paul, Minnesota

New York—Wallace C. Richardson, Inc., 250 Park Avenue Chicago—Standard Farm Papers, Inc., Daily News Building

Member Standard



Farm Paper Unit

How Manufacturers Are Selling Chains and Holding Good-Will of Independent

First of All, Secret Rebates and Everything Pertaining to Underhand Methods Must Be Scrapped—Hollingshead a Fine Instance— Thirteenth Instalment of the Chain Store Series

By M. M. Zimmerman

HOW can a manufacturer sell to the chain store and still retain the good-will of his independent outlets? The average independent dealer, and especially the jobber, will tell you it can't be done unless the manufacturer places the chain on the same basis as the independent. The chain will tell you that there is no problem involved; if the manufacturer gives the chain a better price, it is because he recognizes the efficiency of the chain's system of distribution and he is merely paying the chain for the extra service it renders the manufacturer. The chain further argues that it has no monopoly on the manufacturer's lowest prices. Anyone else who can deliver to the manufacturer the huge volume at the same low costs, will receive the manufacturer's lowest price.

What, then, is the bone of contention between the chain and the independent? Why should so many independents resent manufacturers selling to chains? Is there any justification for this resentment? How are manufacturers trying to overcome it? In the competitive struggle between the chain and the independent, the manufacturer is accused of being the contributing cause for the independent's uncertain position in the field of retail-

The manufacturer maintains that his position is neutral in this battle for retail supremacy between chain and independent; his sole interest is to produce his product and see that it is distributed through the regular distribution channels, giving each distribution the consideration he is entitled to receive. Certain students of distribution advance the view that the manufacturer cannot service the chain and

the independent and satisfy both. In other words, the manufacturer should select his channel of distribution and stick to it.

Llew S. Soule, editor of Hardware Age, insists that a manufacturer cannot be neutral when selling both chain and independent—largely because the distribution policies in the two channels are diametrically opposed in principle. "Chain stores and mail-order houses," he states, "have definitely adopted a policy of price. Their plan is to sell only the quick turning items of each line at low prices.

Independents Are Service Distributors

"Chains make no provisions for consumers who desire the other items of these lines. They are not interested in whether or not the manufacturer sells those items. On the other hand, independents are service distributors. They depend on the selling of more or less complete lines. Their function is to see that all the elements of a community are served with the specific items of merchandise needed or wanted. They are interested in the manufacturer's complete lines." Mr. Soule doubts whether the manufacturer can sell his goods through both channels on the basis of price equality, and since the policy of the chain is to sell cheaper. he does not believe the chains will accept the policy of price equality. His solution is for the manufacturer to stick to one channel and to cooperate whole-heartedly with the channel he selects and in which his greatest interest lies.

We have interrogated many leading national advertisers to see what they are doing to keep the chain and independent happy. We have

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the the ubalso asked both the chain and the jobber for their views and suggestions, and while they are somewhat conflicting, the general attitude of the manufacturer indicates he is seeking ways and means to eliminate the causes that are responsible for the present problem.

One large jobber believes that the average independent merchant is willing to believe that the volume buyer is entitled to some concessions—especially if he has the same opportunity as the chain to secure a definite price, based on volume. Under such conditions, he does not feel that the independent has ground for complaint. His main objection is against the secret price rebate—that it is unfair for the manufacturer to get his volume from the chain and his total profit from the independent.

Play Squarely with All

A food manufacturer believes it is quite possible to enjoy the cooperation of the jobber, independent retailer, and the chain. "But," he insists, "the manufacturer must play squarely with all. There is no reason," he stated, "why the jobber should not buy on equal terms with the chain, and if he warehouses economically and sells efficiently, he should be able to sell the merchandise at a close enough margin to the independent, who in turn, can handle the product at a reasonable margin."

Another important manufacturer believes that the solution to this problem lies in a process of mutual education. "The manufacturer must realize," he stated, "that he has a duty to the jobber and independent retailer not to grant to chain stores for any reason whatever, rebates and concessions, which are, in effect, unjust and discriminatory, giving the chain store an unfair competitive advantage over the jobber and independent retailer. The chain store, on the other hand, must learn to do business on the principle of 'live and let live.' It must refrain from making unreasonable demands upon manufacturers and attempting to enforce them by 'big stick' methods. The jobber and retailer, on their part, must learn that it is the desire of the manufacturer to

be fair with them and with that knowledge, to co-operate with manufacturers of articles of recognized merit, yielding a fair margin of profit by ceasing their attempt to fight and compete with the manufacturer through the promotion of private brands."

We find manufacturers attempting more and more to equalize their prices so that they will be fair to all-to both the large and small distributor. We also find that most manufacturers are now beginning to realize that inside prices and special discounts do not in the end prove profitable in maintaining volume. Somehow or other, these inside prices leak out and the manufacturers guilty are always in hot water with the rest of their distributors - both independents and chains. A number of these manufacturers realize that playing for the big distributor at the expense of the small independent does not pay-that the independent's good-will is worth considerable in his sales and volume plans. We shall, therefore, discuss several well-known methods of procedure of national advertisers in attempting to obtain distribution without disturbing or antagonizing any of their distributors, or at least by recognizing that all are entitled to a fair margin of profit.

Perhaps the most outstanding example of a manufacturer who has recognized the value of both the chain and jobber in its plan of distribution, is General Foods Corporation. This company started out with the thought that it must consider every distributing outlet, both large and small, as an important economic factor in its plan of operation—and to be able to enjoy the whole hearted co-operation of dealers, its business policy must be free from the taint of special discounts, concessions, rebates, etc.

To keep pace with the demands of the trade, and the public in general, General Foods has adhered to a policy of one price to all direct customers, regardless of the size or magnitude of the distributor. The company issues a printed price list, quoting prices in carload and less than carload lots. This price list is sent to both the large and

Check /

It's not the number of buyers of a newspaper—but the number of a newspaper's buyers that counts!

Double //

**We as buyers of advertising . . . are determined in the future to examine more closely into the quality and actual purchasing power . . . rather than to seek for quantity circulation . . . ??

Although the first statement is ours, the second is a resolution passed by the Association of National Advertisers.

What every advertiser wants is results, and only buying power can produce them.

Before you advertise in Cleveland get the certified facts.

THE CLEVELAND NEWS

Geo. A. McDevitt Co., National Representatives

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8, 1930

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small customer, and no one enjoys a better price than those listed, regardless of quantities.

Naturally, we were interested to know the attitude of the trade toward this one price policy, and many chains and wholesalers were asked to express themselves freely. The answers received were as we expected. In the majority of the cases, the one price policy was praised and the general consensus of opinion is that it represents the fairest methods a manufacturer can use to win trust and confidence.

"I have a lot of faith in the management and policy of this company," was the remark of a well known Southwestern wholesale grocer. "It is a fact they are good merchandisers and their policy coincides with the ideas of progres-

sive merchandisers.'

One large and important chain executive went so far as to say that he admires General Foods for its present position, and hopes the company will continue to carry through the policy inaugurated-for at least a long enough period of time to give it a thorough tryout. In regard to the merits of the oneprice-to-all plan, the argument of this chain store merchant is that mere size is no reason why one distributor should be able to obtain the same product cheaper than another. "I believe," he stated, "that after a certain volume in delivery of tonnage is attained, beyond that there is no material saving to the factory itself. I am convinced that our company renders the same service to General Foods that the A & P does, even though A & P is thirty or forty times larger than we are as a local unit. It seems to me that the true test of service rendered to the manufacturer in distribution, is the ability with which a distributor covers his particular territory, and not whether his territory absorbs a tremendous volume of goods. Certainly there isn't any surer way of creating a monopoly in this country than to stick fast to the assumption that the bigger the buyer, the better the discount.

In summing up his conclusions, this chain store executive sees no reasons why chains and

manufacturers cannot work together on a mutual basis, without disturbing the manufacturer's other distributing outlets. The manufacturer, however, must have sufficient backbone not to be bull-dozed into deals that are disastrous to him, and which might eventually sink him.

"I want to get all the margins I possibly can, that I believe are within reason," was his parting statement, "but there is such a thing as holding the manufacturer up to such an extent that he gradually suffocates and then we have nothing to work on. Live and let live, is as good a policy in the grocery business as in any other."

How a Drug Advertiser Maintains Friendly Relations

In the drug field a well-known national advertiser has found it possible to maintain the friendly relations of all his distributors, including chain, jobber and independent, by protecting the profits of his distributors through an exclusive agency plan, and suggesting a uniform resale price. In this field, as a rule, jobbers do not expect to do much business with the chains. so that they do not seriously object if the manufacturer does business direct with the chain. Under his plan, the manufacturer places the chain on the same basis as his jobbers and grants a distributing franchise for his products. This manufacturer has found the chain eager to co-operate on his line, because the chain is assured that the profit margin is being protected. and that no other chain or independent distributor will cut the price. All who are part of the manufacturer's nation-wide distributing plan, sell at the manufacturer's suggested price. There has been no demoralization of the business, and everybody pushes the line to the limit, receiving special display in the windows and inside of the store in even the largest chains, without cost to the manufacturer.

In commenting on the success of his plan, the manufacturer said: "We find the chain is more than eager to co-operate with nationally advertised brands on which there is an opportunity for profit, and so

Something Has Happened
In PITTSBURGH

The Sun-Telegraph, for the first ten months of 1930, has gained 317,932 lines in daily retail grocers' linage. This represents an increase of 87.7% for this classification over the first ten months of 1929. This gain is one of the many made in major classifications, which resulted in the Sun-Telegraph being named "First in the United States in Advertising Linage Gains."

All figures by Media Records, Inc.

TIMES HAVE CHANGED.
IN PITTSBURGH

THE SUN-TELEGRAPH

Represented Nationally by Paul Block & Associates

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18, 1930

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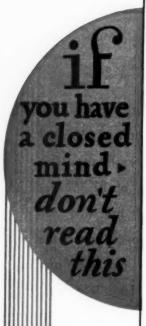
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Vol. 1, No. 48 CHICAGO, DECEMBER

Personal Preferences i

One of the most interesting features of advertising is that the buyer of the first own personal preferences in choosing mediums. He finds, after the experiment, that what he likes is not necessarily what others like, and that some publications which do not appeal to him at all are evidently very popular with buying groups in eaction which the advertiser is interested.

If there is one thing which the ereaft advertising man must learn, it is to keep an open mind, to watch which way the wind is blowing, to give an initial, when significant news may be heard and to be guided most of all by experience. Following one's own per sonal choice is good up to the poin of indicating the type of reader and the control of indicating the type of reader and expecially valuable beyond that.

These philesephical meditations indicating indications indicating the second control of the poin of the poin of the poin of the point of the p cially valuable beyond that.

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cially valuable beyond that.

These philosophical meditation in indicate suggested by the story of what one leading national advertiser had found out about a certain medium arious which he had been asked for some time to consider. Personally he didn't like it. It didn't have the sort description of the cided feeling that the people who would spend their time reading publication of that kind wouldn't be especially good customers for his eightly spend their time reading publication of that kind wouldn't be especially good customers for his eightly spend their time reading the cation of the cided house.

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But after a while, due to the consistent pressure exerted upon him be owned to the stant pressure exerted upon him be owned to the stant pressure exerted upon him be owned to the stant pressure and the representative of the an be publication, he decided to give it a trying trial. The results were so astonish essful.

tising Age

ECEMBER 1930 5 Cents a Copy, \$1 a Year

erences in Mediums

esting featingly good as figuratively to knock the buyer fr. Advertiser for a couple of loops. he cannot In addition to determining a deriference is in regarding the continued use finds, after the new medium, this experience likes is not as been exceedingly valuable for like, and his advertiser. It has caused him ich do not be doubt his own ability to analyze evidently alues, based on his own personal groups in eaction, and to want to get more terested. acts on which to base his opinions which the ereafter.

which the lereafter.

or, it is to "If I can be so out of line with that what is actually happening," he added to give eat hitted, "it makes me feel that I need to check up again all along the line. It has shaken my confidence in my own per way judgment, and it has demonstrated that judgment is no good unfor reade ses it is predicated on actual facts not espe at.

neditation y what I can find out regarding the ctual experiences of advertisers in medium arious fields and mediums."

It is very much worth while to y he didn ach a decision of this kind. It may be serroy a certain feeling of author-ppealed to y, and lead to some rather humbling cogitations regarding the receiple who possibilities of the man who is reading bending advertisers' dollars in pubcation space or otherwise. It is a ecidedly salutary experience to real that omniscience is not the possibilities of any individual, no matter on him be conferred upon anyone who give it trying to make advertising succasionals.

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The Only
Major Magazin
Concentration
in the New



and Eighteenth in the U. S.!

PROVIDENCE ranks among the first twenty American retail markets. It is the self-contained center of distribution for one of the richest and most densely populated areas in the country.

Sales opportunities here offer unusual rewards to the advertiser who studies and cultivates Providence as one of his major outlets. Incidental treatment must naturally fall short.

This problem of cultivation is simplified by the overwhelming dominance of two longestablished newspapers, with a circulation greater than all Rhode Island's other dailies combined.

> (Journal and Builetin daily 130,283; Sunday Journal 87,321)

The Providence Journal

Morning and Sunday

The Evening Bulletin

National Representatives

CHAS. H. EDDY CO.

R. J. BIDWELL CO.

Boston New York Chicago Los Angeles San Francisco Seattle

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It chain 18, 1930

far as our products are concerned they have so far not even suggested that they be permitted to cut the price. When they are sure that the price will be maintained, they are never the aggressors in price cutting or demoralizing the business of standard brands. While we have no right legally to enforce a price maintenance program, we naturally have no control over our merchandise after we have sold it, but we find all classes of trade welcome a line on which suggested resale prices are generally ob-served, and are eager to co-operate."

How the Maker of Whiz Products Co-operates

Another interesting and perhaps outstanding case of a manufacturer who has been successful in developing a substantial business with chains, without disturbing his independent retail outlets, is the R. M. Hollingshead Company, manufacturer and national advertiser of "Whiz" products. In less than two years this manufacturer has developed a highly profitable volume, totaling 20 per cent of its gross sales-and materially reducing production costs on its total manufacturing volume.

For a considerable time Chas. R. Sherman, general manager of operations of the R. M. Hollingshead Co., and now president of the new subsidiary company, had been studying ways and means of introducing his company's line of products to the syndicate chain stores, which would not only insure a substantial volume, but would at the same time eliminate any possibility of criticism from its independent distributors throughout the country. He knew the line had splendid possibilities, but he also realized that the Hollingshead company must not jeopardize the good-will of its established independent trade, to cultivate which the company had spent hundreds of thousands of dollars in national advertising. For this reason alone, he felt it must be cautious in any plan attempted, that would in any way disturb company relations with its established trade.

It was decided to divorce the chain-store line completely from

the regular Whiz line. Mr. Sherman concluded that this step was necessary for another reason. While there are a number of manufacturers doing a national business, who sell not only through the chains but through their regular channels without conflict, the peculiar brands of their product are such that they can sell a smaller item in the chain at 10 cents and a larger product through the independent drug store at 25 cents. An example, of course, is Colgate's

tooth paste.

"In our case," Mr. Sherman argued, "to reduce the comparative net content of a package to a size that could be sold for 10 cents under the trade name of Whiz, would limit the quantity of material to such an extent that it would be impractical, as far as service for the ultimate consumer is concerned. For example, a pint can of Whiz Top Dressing retails through the ordinary channels for \$1. To dress the top of an average automobile, one coat requires a half-pint. produce top dressing under those conditions under the trade name of Whiz would mean a can holding one-tenth of a pint if it was to retail for 10 cents, which would not be sufficient top dressing to do the consumer any good and the size of the package would be so small that besides being insufficient to do the job, it would be of poor merchandising value. Instead of producing a miscellaneous assortment of items under all different style labels, brands and types, we adopted the trade name 'All-Nu, using a standard design for all packages, with standard colors, believing that by establishing a line of merchandise, each item of which was based on quality, the success of the major items in the line would have an appreciable effect on items in the line that ordinarily might be classed as slow sellers. The results proved that our original trend of thought was correct, because under the All-Nu trade name we eliminate any possibility of antagonizing our regular channels of distributionfor while many dealers discount the efforts of manufacturers in selling to the chains, others are very prejudiced and refuse to buy a

Seattle

manufacturer's product if he does business direct with the chains or

syndicates." Another reason Mr. Sherman advanced for creating the All-Nu line was to sell the chain an idea and not a line of merchandise. "From our experience in merchandising national brands," he stated, "it was our firm belief that a customer buying any one of our items and being satisfied with it, would naturally buy any of the other products under the All-Nu label. Furthermore, as a complete line, we also had a very powerful talking point with the buyer-for instead of presenting a conglomerated mass of different styles and kinds of labels and packages, the All-Nu line gave the chain store manager a line of products that he could feature on his counter or in his window where one product would help sell the other.

Not Sold on Price

In offering its products to the various chains, Hollingshead made no effort to sell them under the prevailing market prices, as an inducement for the chain either to stock or make more profit on its line. Cheapness of price was not mentioned, but quality, reputation, organization facilities, and ability to give quick and efficient service, were stressed. These facts, as well as the fact that the company is a well-known national advertiser and had a successful business record of many years standing, which the chain buyers took full cognizance of, helped the line to receive favorable consideration from the chain buyers. When it came to the question of price, Mr. Sherman presented his facts in such a manner that it placed the burden on the chain buyer. All-Nu products are not made at a price, but to a price. Mr. Sherman had a fair idea of the limit chain buyers will pay for such items, and so placed the utmost quality in each All-Nu product to meet the highest price the chain will pay for such items. While the syndicate buyer is very much interested in price and never loses sight of it in his dealings with manufacturers, nevertheless, quality also is of the utmost consideration. As a result, Mr. Sherman obtained a much better price for his product in the face of the keenest competition that exists in this trade, because he was able to show the buyers that he could deliver a better quality product than they had been getting even though they were paying less money. Another important factor that greatly influenced the chains, was the attractiveness of the package, which they instantly recognized as possessing excellent selling value.

The package plays a decidedly important part in the success of a syndicate item. The manufacturer must expect no help from the clerk behind the counters in the syndicate stores. Therefore, any manufacturer seeking this type of chain business, should study his package very carefully. To illustrate this more clearly and to show how this company studied every phase of syndicate merchandising-and why All-Nu products have proved successful-Mr. Sherman told the interviewer how for a long time he had been endeavoring to influence a particular buyer of a large syndicate to stock All-Nu Cedar Oil Polish. Because cedar oil is one of those products that is sold entensively under the private-label, the buyer's theory was that everyone knows what cedar oil is, and the type of bottle or the kind of label has no effect on the sale of

"Finally," stated Mr. Sherman, "I obtained permission to make a test on the sales ability of All-Nu Cedar Oil in only one of his stores -the test to be as follows: We would send two gross of our standard All-Nu Cedar Oil to a single store, packed in our regular All-Nu containers. We would also send that same store two gross of the same quality cedar oil in the same bottles but with a cheap looking label on the bottles. The stipulation was also made that both products would be placed on the same counter so that the customer could see both at the same time and make her own choice. A record was to be kept for two weeks to determine which product had the best sale. At the end of the stipulated time, one gross and thirty-five bottles of

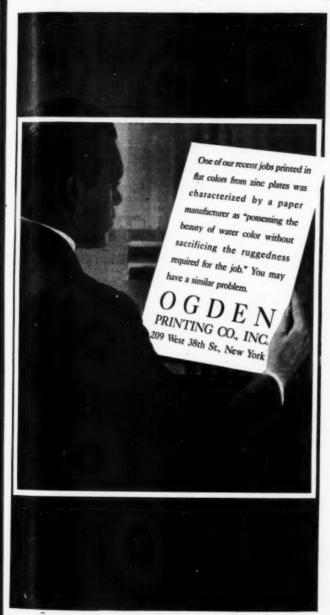
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the All-Nu Cedar Oil Polish had been sold—as against only nineteen bottles of the lot with the cheap labels. This experiment not only This experiment not only substantiated our views on the psychological selling value of the attractive package, but it had its effect on the buyer. First he admitted it changed many of his pet theories on the value of the package, and secondly, he added All-Nu Cedar Oil Polish in every one of his stores, and later threw out the other label that he had been selling heretofore. It is also worth while mentioning that since he stocked All-Nu Cedar Oil Polish, his business on that item alone has increased appreciably."

Of course, the chains would have preferred to merchandise under the Whiz trade-mark, which is nationally known, but as Mr. Sherman stated, "When we explained to the syndicate the necessity for our procedure, they were satisfied." To divorce the All-Nu products completely from the R. M. Hollingshead Co.. a subsidiary company was organized, known as the All-Nu Products Co. of which Mr. Sher-

man is the president. The complete line of All-Nu products now numbers forty. They have been standardized in every possible way. Each package is uniform in appearance and also uniform in weight. The line is sold from a fixed price list, available to every chain-store buyer, and no deviation is made from this price list, and so far there has been noticed no unfavorable reaction toward quoting the smaller chains the same price it quotes the larger ones. "There are times," states Mr. Sherman, "when we have been approached for special concessions and prices, and in almost every instance, by the buyer of the small chain, with the assurance and promise of getting much larger volume. We have not, however, acceded to these requests at any time, feeling that by building a sound foundation of fixed prices, the prices being based on getting a good article for the price we ask, such requests would automatically be eliminated and we have found during the current year that the few requests that we may have had

at the start have entirely disappeared and these same syndicates are buying and selling All-Nu products with very commendable success."

We have gone to some length to discuss the Hollingshead plan because we feel it offers a solution for many manufacturers who are anxious to do business with the chain, without disturbing their other outlets.

Summing it up then, we believe there are several channels open to the manufacturer who is anxious to eliminate any possible conflict between his chain and independent business. All of the three plans discussed here are practical, but the manufacturer must decide which one would be most flexible to his own product. As we have already stated, the chain volume is of sufficient importance to deserve the attention of every manufacturer. Nevertheless, the average manufacturer cannot afford to concentrate on it at the sacrifice of his independent retail volume. The successful manufacturer of the future will obtain his distribution from both and he will so co-ordinate his efforts that there will be no conflict and he will enjoy the whole-hearted co-operation of both.

The question of what type of salesman should call on chain-store buyers will be discussed in the issue of January 1, 1931.

J. L. Hubbell with Wm. Ganson Rose, Inc.

James Leslie Hubbell, formerly vicepresident and general manager of the House of Hubbell, Inc., Cleveland, has joined the advertising agency of Wm. Ganson Rose, Inc., of that city. He will become an associate member of the firm

Los Angeles Office for Bayless-Kerr

The Bayless-Kerr Company, Cleveland advertising agency, has opened an office in Los Angeles, under the direction of Jerrold C. Arnold, formerly with N. W. Ayer & Son, Inc.

Cotton Belt Route Appoints Emery Agency

The Cotton Belt Route (St. Louis-Southwestern Railway), St. Louis, has appointed the Emery Advertising Company, of that city, to direct its advertising account.

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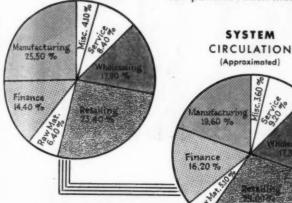
Louisg Comg ComA McGraw-Hill Publication

Tenth Avenue at 36th Street, New York Boston . Philadelphia . Chicago . St. Louis . Los Angeles . San Francisco

What Kinds of Business do SYSTEM Subscribers Represent?

A comparison of SYSTEM'S distribution, with that of firms doing 86% of America's business, demonstrates how well directed editorial and circulation policies reach their mark.

FIRMS DOING 86% OF AMERICAN BUSINESS



MODERN BUSINESS MANAGEMENT .

FORGED IN FI

Afternoon paper circulation usually falls off in December. But in the first 12 days of this December, the Daily Times went to a new high!

> December 1 160,122 December 12 185,822



18. 1030

ber. Daily

FIRCE OLD 1930!

Daily Times Circulation having done well in 1930, will start to climb to new heights in January.

How do we know?

Because it has been climbing since the start, just 15 months ago. We have proved there's a sure response in Chicago to our kind of a tabloid newspaper. Our 2c. price probably has something to do with it, and the astonishing volume of advertising addressed to Daily Times readers by Chicago's best merchants has something to do with it too!

DATLY ILLUSTED TIMES CHICAGO'S PICTURE NEWSPAPER

National Representatives: The Sawyer-Ferguson Co.

Palmolive Bldg., Chicago

295 Madison Ave., New York

Composing a Series of Layouts with the Same Set of Units

Keeping to One Group of Composition Ingredients Need Not Mean Monotony of Advertising Layout

By W. Livingston Larned

Is it possible for a visualizer, a layout specialist, to take one set of ingredients and arrange them differently through a series, arriving at a diversity of physical appearance? Is it possible to do this without monotony?

The power of composition being what it is, whatever the units of text and illustration, a resourceful artist can, and often does, plot them out within the confines of a set space, and produce a unified campaign, constantly changing in its spirit of display. For layout is far more significant in this regard than pictorial subject matter or art technique.

This idea is exemplified by an admirable series created for Chromalox Electric Heating Units. The series comprised this year's business-paper campaign and has been appearing month after month.

This campaign started off with the following restrictions and individual units of display:

Pull in those Orders WITH CHROMALOX-EQUIPPED APPLIANCES



CHROMALOX

1. Pen and ink illustrations of electrical household appliances, all of the same general shape, and all handled in the same technique.

2. A hand-lettered name plate in a quite charactertistic style, which could be run in any size, but its original form to remain in-

violate.

3. A decorative border, peculiarly obtrusive and vigorous, although artistic, the object being to employ it as at least one means of tying the series together for the essential "family resemblance" fea-

4. Approximately the same amount of text for every advertisement and the style of typography to be held fairly uniform. Like-

wise the type face. 5. A sympathetic type for all

headlines. 6. Three pictures to be introduced in each display.

7. Uniformity of picture titles. Now, the problem was to create



HOW TO MAKE MORE MONEY ON APPLIANCES

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CHROMALOX ELECTRIC HEATING UNITS

Get set! They're headed for your store to buy WAFFLE-MASTERS



Lettle your case they'd on he coupling to one and lony to gettermarke tracking to comunicating! The conting! The beauting! The conting! The comparation that there is sent harding construction of com-

compage canning CHIRM prompts, recording to your registerment of bases done that CHIRM prompts, recording to your registerand cold base done that CHIRM prompts, required application. They'd conduct to the samplines have done to the seal to be discussed to the cold of the cold of the cold of the cold of the cold to the throat-seal date hand for pass dense, that each to the cold to the cold of the seal to equal to the cold of the passions you could not forting about the passion of the cold of passions you could not from the cold of the cold of the cold of the cold of the passions you could not forting about the passion of the cold of the passions you could not forting about the passion of the cold of the passion you could not the cold of the cold of

CHROMALOX



a campaign of many pages, for the same type of publication, using all of the above material so juggled in the space that no two advertisements would be too similar. For if this happened the reader might not accept the schedule as made up of different pieces of copy and new selling arguments. Yet the set of compositions must obviously belong to the same house for the sake of sustained continuity.

The Chromalox series accomplished this with adroit skill. The campaign has been an outstandingly attractive and effective one, distinctive from a variety of an-

First came the series of pen drawings, twenty-one of them. They were square as to shape, or nearly so, and were all made in the one distinctive and very artistic technique, for line reproduction. It is easy to believe that the merit of these drawings had much to do with the quality of the entire effort.

In order to keep the pen strokes to an inexorably uniform tone, the artist made his drawings according to a set reduction. He was in a position, therefore, to strive successfully for uniform technique. If they had been drawn in their original form, in a variety

of sizes, deviations of light and shade would have been inevitable. This is a good thing to remember, in cases where a dozen or more pictures of like character are to be reduced to standard size.

A double-page spread featured the entire range of articles, to the left, with a representative display visualizing the pages to follow op-

And now comes the problem of laying out a series of pages, utilizing the items which were to be fairly uniform throughout. The remarkable versatility of layout is soon demonstrated. Five combinations may be visualized:

1. Placing the zig-zag border at upper left, three-fourths of the distance down the page, with three square illustrations nestling close to it. Headline and copy block are run to the right, the former starting midway of the center picture. Name plate at bottom, to right, with white space to left and beneath the border and pictures.

2. The exact reverse of the above, with a few minor changes, such as reversing the decorative strip of border, allowing it to appear to the left and well to the center of the page.

3. Three pictures arranged at lower right, with the border and text to left. Headline well up



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Meet the Wife ... a quorum of One

CLOTHES for Junior—a tie for Dad—or a motor car for the whole family . . . it's the wife's vote that carries the day. Her likes and dislikes dictate. Her judgment is accepted. She's the world's greatest purchasing agent—a quorum of one.

Realizing that they must win her approval before they can hope for her vote, advertisers try to concentrate in the paper she reads—a home paper.

But how determine that home paper?

In some cities, a comparison of daily circulations may suffice. But not in Boston! The only sure way to select a home paper in Boston is to compare Sunday circulations. With thousands of commuters carrying papers into town and out of town—with two combination morning and evening papers in the picture—daily circulation figures cannot prove home strength. Sunday figures can.

One Boston paper loses 18% of its daily circulation on Sunday in the Boston Trading Area. Another loses 58%. No other paper picks up this loss! Obviously here is a large en route circulation . . . train . . . trolley . . . bus.

The Sunday circulation of the Boston Globe is the same as



its circulation the other six days. Here is the true home paper of Boston—a paper read at home seven days a week.

Editorial reasons?... A woman's page established 35 years ago as the first woman's page in America... selected school and church news... the largest volume of local store advertising carried by any Boston paper... more local news... These features help make the Globe the favorite home paper and hence a direct advertising appeal to that most powerful of all purchasing agents, the wife. The whole story is told in a booklet, "Reaching Buying Power in the Boston Market." We should like to send you a free copy.

THE BOSTON GLOBE

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to the top. Name plate somewhat wider than in other compositions.

4. Illustrations just above name plate, in bottom position, with their titles, and the ornate strip running from them to top of space and a little to the left of dead center. Text at right, surrounded by a considerable amount of white space. Headline, detached from main text, floated in open area to left of decoration.

5. Headline straight across the top of the page. Pictures beneath it, at extreme left and extreme right. The third illustration, even with them, beneath, in center. Decorative band running down from it to name plate at bottom, balanced in center. Text on both sides in this case.

6. The same idea in reverse, with pictures at bottom of the page, and strip running upward to full-width headline. Name plate beneath the illustrations and text at top on both sides of decoration.

There were many other such combinations, no two alike. Some have been a little modernistic, as when the ornate band ran well over to the left of the page, a cut beneath it, one above, at left, and the third at the top extremity of the decoration. Headline across top. Text set around the upper picture. Name plate three inches from the bottom, snuggling directly beneath the block of reading matter.

Then, again, there was a layout in which illustrations ran down the very center of the advertisement. with space between and titles terminating in the name plate. band of decoration divided into two parts, one-half on one side of the cuts, one-half on the other, bal-The text in this odd arrangement was to left and right, under the bands.

Balance, as may be observed, has much to do with the majority of these compositions. Nor are they as complicated as this description might suggest. The typography is not heavily paragraphed and there are few peculiar shapes in its set-up.

Since the pictures were the same in size all the way through these and additional pages, and a like similarity existed as to name plate. pen technique and headline type, together with the zig-zag decoration, how does it transpire there is no pronounced similarity, no monotony? The answer is comparatively simple. Layout changes the entire aspect of a page design. It is master of pattern, color. weight.

It is no exaggeration to state that a hundred wholly different and distinctive arrangements could have been found for the same identical component parts, without once falling into the error of duplication in any vital essential.

Brush-Moore Acquires Two Ohio Newspapers

The Brush-Moore Newspapers, Inc., has increased the number of its Ohio newspapers to nine by the purchase of the Mansfield News and the Lorain Times-Herald from R. C. Hoiles, The other Brush-Moore newspapers, in addition to the ones just acquired, are: Canton Repository, Steubenville Herald Star, East Liverpool Review Marion. Star, East Liverpool Review, Marion Star, Salem News, Portsmouth Times and a half interest in the Ironton Tribune.

H. E. Webster Heads Pratt & Lambert

Harold E. Webster, vice-president, has been elected president of Pratt & Lambert, Inc., Buffalo, N. Y., manufacturer of varnish and enamel. He succeeds the late A. D. Graves. Mr. Webster has been with the company since 1908.

W. P. Werheim, vice-president, in addition has been made secretary.

dition has been made secretary.

Tea and Coffee Account to Hancock Payne

The Martin Gillet Company, Baltimore, manufacturer of Heno Tea, House of Lords Tea and Coffee, has placed its advertising account with the Hanock Payne Advertising Organization, Philadelphia Nausanapure, magazine, and delphia. Newspapers, magazines and outdoor advertising will be used.

Appoints Seidenbaum

Carlhian of Paris, Inc., interior decorator of New York and Paris, has appointed the William G. Seidenbaum Advertising Agency, New York, to direct its advertising account. Class magazines and direct mail will be used.

To Direct Insurance Campaign

The National Union Assurance Society of Chicago has appointed Hurja, Chase & Hooker, Inc., advertising agency of that city, to direct the advertising of its 50th Golden Jubilee anniversary cameraism. paign.

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18, 1930

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e So-Hurja, ngency ing of camThis message—addressed to the business men who will underwrite 1931 advertising—appears in the current issue of The Business Week.

BAD TIMES ARE GOOD TIMES TO BE BORN IN

SEPTEMBER, 1929 . . . The wise ones wagged grave, negative heads . . . What a time to start a new business publication on its long way!

TURN BACK YOUR MIND to that September month. Vacation time over, the great American public prepared to ride on an ever-mounting prosperity. The daily press, stuffed like a Thanksgiving turkey with bullish news, saw no end to the skyward ladder. Monthly résumés added their upward pressure. Securities quoted at 300, would go to 700. The New Era here and ahead!

What did you, yourself, foresee? You, and other business leaders, knew that everything was not right. You saw business profits diminishing while security prices and money rates continued upward. But, your correct information on individual businesses was overwhelmed by the flood of propaganda. There was no single source of unbiased news to confirm your own good judgment . . . no mountain-top from which to scan the condition of all business.

So, having carefully founded our policies, laid our plans and built our news-gathering machinery . . . we

did not hold off. Despite uncertain days ahead, The Business Week took up the reins in September, 1929, confident in the essentiality of the service in bad times and good.

WHAT YOU REQUIRED (and got) was a publication that would bring the week's significant business news while it is still news. That was a big order! It meant a specialized body of news getters and editors who could focus all important business news , upon one interpretative agent.

As you know, The Business Week is not just another magazine—It has a definite place in your business life. By building a fast-moving business journal we have naturally attracted a group of readers unlike the readership of any other periodical. Unless a man be of the same relative importance to his business as you are to yours; unless he is a genuine leader of business, he just doesn't become a subscriber to The Business Week... wouldn't want to read it.

What does this mean to you and your business? It means that The Business Week offers you a most logical, wasteless vehicle for your own advertising. Here within weekly call are your 75,000 fellow leaders of business . . . the men who guide much of the Nation's purchases. if their influence, purchasing power and good-will constitute a valuable asset, then The Business Week is a logical keystone for your advertising.

18, 1030

NO PINK-MAP BAIT TO LURE YOUR ADVERTISING

If 1,000 QUESTIONNAIRES can swing your impression of a national market . . . if pretty pink maps and pie-chart illustrations throw your advertising resolution into a panic . . . then, obviously, you won't be a good subject for this Business Week advertisement.

HERE you'll find no ready graphs. Business Week is content to let its circulation methods and subscription list talk for themselves . . . to you, if you accept the invitation.

ACTUALLY, we invite you to come in and scan these galleys of our 75,000 readers. Pick out a handful of stencils here and there at random or check the whole list if you wish. Note the name, address and business connection of every subscriber. Courage? Surely we have it! For, no other business publication secures subscriptions in the rigid way we do. Every reader "hand picked"—a big man in a highly-rated business. And—every one paid.

THE BUSINESS WEEK

McGraw-Hill Publishing Company, Inc., New York

Corona Typewriter Gets an Idea from Grape-Nuts

How Corona Made a Merchandising Campaign Out of a Cereal Package Idea

By Charles G. Muller

HRISTMAS 1930 brings for dealers of L. C. Smith & Corona Typewriters, Inc., a selling idea which promises in a depressed year to put December sales on a par with the best of holiday seasons. Between its inception on October 15 and its national distribution on November 21, this idea changed the company's sales graph -even before being put before consumers. And this idea for selling typewriters came from the new Grape-Nuts cereal package!
The situation of the L. C. Smith

& Corona company in October was that of many other concerns whose advertising and merchandising have gained leadership for them. In the midst of a period of depression, thought was being put on future

business.

"But instead of patiently and inactively waiting," explains Gordon Laurence, "we were trying every

possible means to initiate what we think of as 'depression merchandising.' That is, we were attempting to change the merchandising of normal times to merchandising which would sell in the present abnormal period. Our advertising, selling, window display, sales presentation, packaging—all were un-der the microscope, being closely examined to uncover how they might be changed to get consumers to buy our merchandise not next year but this year-now."

With open mind, the company searched for ideas. Here is where the Grape-Nuts package played its part. For in going through PRINT-ERS' INK MONTHLY for October, Mr. Laurence came upon an illustration above the headline. "Grape-Nuts in a New Dress." Text underneath this heading told how. after thirty-two years, this cereal was being given a new container



The New Corona Package Is in the Form of a Utility Case Which May Be Used for Purposes Other Than Carrying the Typewriter

FACTS HALF

on the

Seattle Market

EATTLE

Eliminates the Guess Work!

The Post-Intelligencer commands the interest There are no blindfolded messages . . . but half a million established facts regarding the Seattle Market . . . and every one is vitally important to those contemplating its use.

Drive your market nail with safe, sure strokes. A Post-Intelligencer Representative will assist you.

of that segment most important in Seattle's

purchasing element.

J. D. GALBRAITH 612 Hearst Building 285 Madison Ave. New York City Chicago

W. W. CHEW

3-129 Gen'l Motors Bldg. A. R. BARTLETT Detroit

SLAYTON P. LADUE 625 Hearst Building San Francisco POST-INTELLIGEN A MILLION MODERNS IN THIS

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Clean Advertising Policy of Associated Newspapers in Phoenix, Arizona

In the desire to present CLEAN newspapers for Arizona homes and in the best interests of the public, the Phoenix Republic and Gazette announces the establishment of the non-acceptance of a number of classes of advertising.

This policy is not formulated as a criticism of any individuals, concerns, products or services. There may at times be meritorious endeavors among those refused advertising service in the associated newspapers. They, however, in some manner may not measure up to the standards of the Phoenix Republic and Gazette, or they may not be subject to convenient or satisfactory study or investigation.

While the Phoenix Republic and Gazette does not guarantee the advertising that appears, advertisers and readers are asked to aid in keeping the advertising columns clean by reporting any apparent violation of its policies.

Advertisements the Phoenix Republic and Gazette will endeavor to refuse include the following:

- 1 Fraudulent.
- 2 Misleading.
- 3 Attacks on personal character,
- 4 Unfair attacks or reflections on Individuals, race, creed, religion, institution, business or profession, or on competing products or services.
- 5 Indecent, obscene or vulgar, whether by text or illustration direct or suggested.
- 6 Medicines or medical or similar services that guarantee cures.
- 7 Free offers of medical treatment.
- 8 Medicines that are habit forming or endanger life.
- 9 Medicines for incurable diseases.



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- 10 Appliances for aid in or cure of bodily deformities.
- 11 Gueranteed or hermful anti-fat remedies.
- 12 Guaranteed hair restorers.
- 13 Medicines and appliances relating to sexual subjects.
- 14 Schools that offer fraudulent or questionable promise of employment.
- 15 Matrimonial.
- 16 Matrimonial agencies.
- 17 Clairvoyants, fortune tellers, etc.
- 18 Lotteries or similar schemes.
- 19 Financial firms of questionable reputation.
- 20 Financial offers with exceptionally high guaranteed or promised returns.
- 21 Speculative financial offerings disguised as investments.
- 22 Misclassified advertisements.
- 23 Offers of employment in foreign countries.
- 24 Offers of "home work", except by firms of established responsibility.
- 25 Notices of one person disclaiming responsibility for the debts of another.
- 36 Malt or other products If copy contains suggestion for making intoxicating beverages.
- 27 Advertisements simulating news except when surrounded by at least three point border or with at least six point rule above and below.
- 28 Any other advertisement which the Phoenix Republic and Gezette may suspect might cause monetary loss, injury to heelth or morels or otherwise be harmful to a reader.

In the interest of the reader and in the interest of a rigidly constructive advertising policy, the right to refuse publication to any advertisement whether it falls in the above classification or not is reserved by the newspaper.

PHOENIX REPUBLIC AND GAZETTE

PHOENIX, ARIZONA

Represented, effective January 1, 1931 by WILLIAMS, LAWRENCE & CRESMER CO.

New York City Chicago Los Angeles San Francisco Seattle RENCE & CRESMER CO. 285 Medison Avenue 360 N. Michigan Avenue 433 So. Spring Street 206 Chronicle Bidg. 1405 Northern Life Tower

1840 TURKEYS

sold at retail through 20 inches of Oregonian Advertising Space*



A. T. McCauley isn't the largest user of Oregonian space...not at all! But he does consistently dig for profits in the great Oregonian audience, and as the 1,840 turkeys left the McCauley market for Portland homes, The Oregonian had again sustained a shrewd advertiser's judgment.

Advertisers have a right to expect profitable results from Oregonian advertising, for The Oregonian has the inherent qualities that make for advertising returns... an 80-year sustained yearly leadership in circulation, advertising lineage and reader confidence.

When planning advertising for Oregon and the Oregon market, plan to put The Oregonian to work for you.

★ McCauley has used only 8 inches of display space in other Portland newspapers in two years.

The Oregonian

PORTLAND, OREGON

National Representatives
WILLIAMS, LAWRENCE & CRESMER CO.

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A. T. McCAULEY

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San Francisco

Los Angeles

Seattle

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on the often quoted principle of "we couldn't improve the product, so we improved the package."

As Mr. Laurence relates, the idea of a new package for this cereal was obviously interesting and just as obviously of little use to his problem. We have no package, he told himself, and so we can't change it. Then he realized that the outer case in which portable Coronas are carried is just as much a package as is the cardboard box in which the cereal is packed.

Though the gulf between the two was great, and the problem of doing something about a carrying case differed in detail from the problem of redesigning a carton, the basic idea was exactly the same—to give the merchandise a new dress.

Several circumstances were shaped to create the new package.

First of all, present consumer feeling about economy was capitalized-to the extent of deciding that if the new package took the form of a utility case which might be used for purposes other than carrying the typewriter, a very sound holiday sales appeal would be at hand. Accordingly, an idea for a different kind of case was sketched out. Instead of being a typewriter case, it took on the appearance of an overnight bag. In fact, when not used to transport a Corona it actually would be an overnight bag. Made in a soft brown leather to fit in with smart luggage, it could be used by anyone-man or woman.

On October 15 details had been worked out and preliminary sales tests made. The new overnight case was ready to be put into production and its merchandising must start at once if dealers were to have any advantage of the new package.

A dealer broadside was made up, its first page, with running pin-head figures carrying new cases, telling "you'll have to hurry to get these in time for the Holidays."

This broadside, appealing to the current trend toward utility and economy, followed a wider display of advance cases and direct promotion by salesmen. A four-page broadside of Christmas ideas for dealers further carried the sales possibilities of the new typewriter package to the trade. Stressing

beauty of the new case along with its utility, the company then urged dealers to make unusual efforts to display the case "as a natural Christmas gift attraction." Counter and window cards to amplify the dealer's counter and window displays were made up, illustrating the new container and emphasizing the appeal of "a new gift case supplied with Corona at No Extra Cost."

Still stressing the utility of the container, along with its attractiveness as a gift item, the company distributed to its dealers two-page leaflets, picturing on one side the case in use as a container for a machine and on the other side most effectively telling exactly what the case would hold when used as an overnight bag. Instead of merely initing that the case had a utilitarian value as a travel bag, the company pictured the case actually packed for a week-end and then listed exactly what it would hold.

Thus the company had, in changing its package, done two major things:

1. It had created a sales appeal to fit into its plan of depression merchandising, in that the new case served to stimulate immediate sales. This was the double-use appeal of utility as an overnight bag as well as a case.

2. It put itself in the way of increased future sales also, for the company made clear that the new case is not a temporary gift item, but a smart piece of hand luggage in which to carry the typewriter itself.

New Account to Smith-Patterson-Allen

The Hartford Steam Boiler Inspection & Insurance Company, Hartford, Conn., has completed plans for a national advertising campaign which will be started in January. Magazine advertising will be used. Smith-Patterson-Allen, Inc., advertising agency of Hartford, is handling the account.

Gordon Stewart Heads Park & Tilford

Gordon Stewart, formerly vice-president and general manager of Park & Tilford, New York, has been elected president. He succeeds David A. Schulte, who has been made chairman of the board of directors.

Dec.

Advertising Groups Add to Employment Fund Drive

BUSINESS papers, up to Monday of this week, reported a total of \$17,410.78 in contributions toward their quotas of \$25,000 for the campaign being conducted by the Emergency Employment Committee of New York. Subscriptions received are as follows:

McGraw-Hill Pub. Co.	\$7,695.58
United Business Publishers	2,900.00
Printers' Ink Publications	2,778.06
National Trade Journals	1,050.00
Business Publishers Int'l Corp.	829.60
Robbins Publishing Company	733.00
Allen Business Papers	400.00
Breskin Charlton	160.00
Ice Cream Trade Journal	154.00
Distribution and Warehousing	128.52
Purchasing Agent	104.00
Public Works	103.36
Geyer Publications	70.00

It was reported last week that the newspaper group had sub-scribed its quota. In the contributions listed the New York Evening Graphic was reported to have contributed \$280. This figure should have read \$2,280.

Total contributions reported by the magazine group, as of December 16, were \$39,081.53. In addition to the subscriptions reported last week, there are the following.

International Magazine Co.	\$13,050.00
Knapp Foundation	4,000.00
McCall's Magazine	2,866.18
Time	1,500.00
Literary Digest	1,420.15
"Crowell Publishing Co.	754.46
Frank Munsey Co.	577.50
Frank Munsey Co. Living Age	

*This is in addition to \$7,771.32 reported last week.

J. J. Solo with Los Angeles "Saturday Night"

Joseph J. Solo, formerly with the financial advertising staff of B'nai B'rith Messenger, Los Angeles, has joined the advertising staff of Saturday Night, Los Angeles weekly publication.

Appoints Fitzgerald Agency

The General American Tank Car Corporation, Chicago, has appointed the Fitzgerald Advertising Agency, Inc., New York and New Orleans, to direct its advertising account. Business papers will be used.

Chicago Group Oversubscribes *Unemployment Quota

The advertising and publishing di-vision of the Cook County Emergency Relief Campaign had early this week received pledges of \$62,631.07 to the unemployment cause, with a considerable part of the returns not yet in.
This figure represents a 25 per cent
oversubscription of the \$50,000 quota
assigned to the division, of which Walter
A Strome publisher, of A. Strong, publisher of the Chicago Daily News, is chairman.

Committeemen representing various groups of advertising media are as follows: Gale Blocki, Good Housekeeping, magazines; Berry Stevens, Howland & lows: Gale Blocki, Goost Housekeeping, magazines; Berry Stevens, Howland & Howland & Howland & Howland & Howland, newspaper representatives; Homer J. Buckley, Buckley, Dement & Co., direct mail; William Moulton, Illinois Lithographic Co., window and counter display; H. F. Gilhoefer, National Outdoor Advertising Bureau, outdoor and car card; L. L. Joseph, Parisian Novelty Co., advertising specialties; E. J. Mehren, McGraw-Hill Publishing Co., business publications; Basil Church, Capper Publications, farm papers; John R. Palandech, foreign language publications; and Albert M. Levy, neighborhood publications.

The advertising agencies are represented by a recently formed committee which includes: E. S. Brandt, Harry Freund, Elmer Bullis, M. S. Williamson, S. C. Stewart, W. Frank McClure, George W. Speyer, Ralph Eastman, William A. Cramer, Carroll Dean Murphy and H. R. Van Gunten.

Large Campaign to Introduce New Automobile

Colonel Elbert J. Hall, co-designer of the Liberty Motor and consultant to General Motors, and Norman Devaux, who has been president and general manager of the Durant Motor Company of California and previously general manager of the Chevrolet Western Divi-sion, have formed the Devaux Hall Motors Corporation to build a new low rice are to be known as the Devaux price car to be known as the Devaux Six. This new car will be first shown at the Chicago automobile show on January 24. Production of the new car will start in January at plants in Grand Rapids, Mich., and Oakland, Calif.

Rapids, Mich., and Oakland, Calif., According to a wire received from James Houlihan, Inc., Oakland, Calif., advertising agency, with offices in other Pacific Coast cities, which has been appointed to direct the advertising of the new car, the initial year's advertising campaign is expected to total \$1,000,000. The Houlihan agency will also shortly open an office at Chicago.

Elected by Batten, Barton, Durstine & Osborn

At a meeting of the board of directors At a meeting of the board of directors of Batten, Barton, Durstine & Osborn, Inc., Stacy-Page, vice-president of the firm, was elected to the board, and George F. Gouge, a director, was elected vice-president.

ADDING READERS READER INTEREST



A MONG THE MANY
new features recently inaugurated or
announced by The
Evening World are
"Floyd Gibbons
Speaking" and General Pershing's "My
Experiences in the

World War." The first, a column of blithe comment on news of the day by the world-famous war correspondent, adventurer and radio announcer, has already attracted unusual reader attention throughout New York. The inside story of America's participation

in the World War, told by the Commander-in-Chief of the A. E. F., will start in January and will command the interest of regular Evening World readers and of many thousands additional.



The Evening World

New York's FOUNDATION Newspaper

Tribune Tower CHICAGO Pulitzer Bldg. NEW YORK Gen. Motors Bldg. DETROIT

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THE BOSTON MARKE

Experienced sales and advertising directors always done check Boston's trading territory on their sales maps. I know that Business Boston is a market distinctly separate two groups.

To conquer Boston, fourth among America's markets, must bow to the fact that it is unique, but not difficult. I ton is a city with a population divided into two groups tradition, heredity, personal preference and environm

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BOSTONE



ch group lives within boundaries which are definite,

the stranger coming to Boston cannot, at first, distinguish is demarcation. Eventually he discovers—as all advertisers imately discover—that the evolution of Boston has proted two population masses, different in habit, thought and monal preferences.

e newspapers of Boston represent the viewpoints of one the other of these groups. No newspaper serves both, d the Herald-Traveler, differing from its three contemraries in almost every respect, serves the group that adtisers have found to be the major factor of Boston's buycapacity.

PROOF? . . . the Herald-Traveler leads all Boston newspapers in total advertising lineage . . . it delivers larger sales . . . its unit of circulation is more highly appraised by advertisers than the unit of circulation of any other Boston newspaper.

that the Boston area is a compact unit—FOURTH ong American cities. Nearly two million Bostonians live hin a thirty-minute ride of the city's heart—nearly REE million within an hour's ride. All Bostonians!—but nee of two groups, and must be reached with an advertispolicy decidedly fashioned to appeal to each group. And most responsive, able-to-buy group is the one served by Herald-Traveler. Any one of the other three major spapers can be used to reach the greater part of the nee of the market.

light years the Heraid-Travelet een first in national advertising, fing financial, automobile and cation advertising among Boston newspapers. Advertising Representative: GEORGE A. McDEVITT CO. New York, Chicago, Philadelphia and Detroit

ONERALD-TRAVELER



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NO-SN'T MENTIONED IN



THE MARRIAGE CEREMONY + +

IN a recent investigation among Portland's young married couples, 71% of those interviewed declared that The Journal was their favorite newspaper. 53% of these couples look to The Journal for what and where to buy.

Naturally they find the broadest advice about breakfast foods, davenports, new clothes, and scores of other things in The Journal. This paper carries

> More Local Display More Total Display

> > Twice as much Food Advertising as any other Portland Paper

For the past year The Journal has polled a 3 to 1 victory among Portland homes. It is gratifying to know that it enjoys this same smashing majority among the fastest spenders, potentially the greatest purchasers, of Portland's 300,000 population.

The JOURNAL PORTLAND OREGON

READ IN THREE OUT OF FOUR HOMES

—Represented nationally by REYNOLDS-FITZGERALD, Inc.—2 West 45th St., New York; 208 N. Wabash Ave., Chicago; 58 Sutter St., San Francisco; 117 West Ninth St., Los Angeles; 1524 Chestnut St., Philadelphia; 306 Journal Building, Portland; H. R. Ferriss, 3322 White Building, Seattle.

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Locating Dealer Weaknesses with an Audit System

The Caterpillar Tractor Company Acts as a Clearing House for Dealer Information

Based on an Interview by Eugene Whitmore with

H. M. Hale

Assistant Treasurer, Caterpillar Tractor Co.

A S a result of a plan inaugurated by the Caterpillar Tractor Company, one dealer increased

sales 63 per cent; this in spite of the fact that he was one of the company's largest and most successful

Another dealer, whose sales were satisfactory, yet not as profitable as his volume of business warranted, learned of several improved methods in handling his parts department which saved more than \$2,000 a year in wages.

In another case a dealer was convinced that he could make sales only by allowing three-year terms, because he operated in a one-crop territory; this method of selling terms. instead of equipment, was rapidly exhausting his capital. Today that

his total sales volume. Still another dealer

whose profits were not in keeping with his volume of business was shown where the lack of a cost system in his rebuilding and repair department was responsible for the losses incurred on sales of rebuilt equipment.

One dealer whose accounts receivable were abnormally high-so high his bankers refused to loan him any money-installed a collection system which released a large amount of money formerly tied up in past due accounts.

These are but a few examples of the improved conditions in the dealer organization of the Caterpillar company since the inauguration of a dealer audit system which

SUMMARY ANALYSIS PAST DUE ACCOUNTS

dealer's cash business is Company Representatives Dig Out Useful Informaaveraging 75 per cent of tion from Dealers' Books and Fill in Blank Forms for the Home Office to Analyze

> enables the company, through its district representatives, to help dealers in locating potential or actual weaknesses before the trouble grows serious enough to handicap sales, or to jeopardize the dealer's chances for success.

District representatives for the company visit all of the 175 dealers in the United States and Canada almost every month. men represent the sales department, and are responsible primarily for sales. But they also represent the advertising department, the parts department, the service depart-

Inc. St., San delphia; Seattle.

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Here Are Two More Forms Used by Company Representatives in Obtaining Data from Dealers

ment, and the financial department. For some years the company has made it a practice to obtain from the dealers a statement of their affairs—the ordinary financial statement showing accounts receivable, inventory, cash on hand, liabilities, etc. Last year officials of the company decided that these statements did not give enough information concerning the operations of its

dealers. "We realized that much of the trouble that besets some dealers could be eliminated if we could persuade them to dig into their books often enough and thoroughly enough," explained H. M. Hale, assistant treasurer of the company. "The trouble was that not all dealers maintained enough records. Because our dealers are in business for themselves, and operate their businesses independently of the factory, we could not instruct them, or order them, to improve their accounting methods or to furnish us with the information we felt necessary to enable us to be of real assistance to our dealers.

"But we knew that once we showed them how the right sort of sales analysis, records of profits and losses on used equipment, and cost keeping would avoid serious difficulties in the future they would be glad to adopt our plans for a perpetual analysis and inventory of every operation.

"So instead of asking our dealers to furnish this information we asked our district representatives to obtain the information for us. Because the plan called for a comprehensive analysis of every phase of dealer activity, we first experimented with it in only one district. plan proved so successand brought light so much valuable information that we have since extended it to all districts."

The complete audit

consists of:

1. An inventory of all machines for which the dealer is in any way responsible, whether on hand, ordered from factory, sold but not delivered, etc.

2. Sales analysis. This shows the sales of all machines, with date of delivery, total price, cash payment, trade allowance, and a record of deferred payment maturities.

3. Analysis of used equipment. This is a complete record of all transactions in used equipment which shows when it was taken in, by what salesman, price paid, reconditioning expense, total cost, rentals received, date sold, sales price, profit (or loss), and by what salesman it was sold.

4. Analysis of past due accounts. This record shows all past due accounts, whether notes or open accounts, showing name of each customer, amount past due, note numbers, due dates, number of notes, type and number of machine, amount paid, unpaid balance, salesman's name and date of clearance.

5. Data on repossessions. This

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Washington (D.C.) Isn't Known as an Industrial City

—but there are approximately 500 different privately operated manufactories in the National Capital, producing a variety of merchandise varying from autos to yeast, with an annual output estimated at over \$100,000,000.00.

The 300,000 Washingtonians gainfully employed, in manufacturing, trade and government earn in the neighborhood of \$630,000,000.00 annually—creating a market that is both stable and prosperous—reached by one newspaper—THE STAR—Evening and Sunday.

The Evening Star.

With Sunday Morning Edition

WASHINGTON, D. C.

New York Office: Dan A. Carroll 110 E. 42nd Street Member The 100,000 Group of American Cities

Chicago Office: J. E. Lutz Lake Michigan Bldg.

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As a service to advertisers and their agencies



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Burling	ton Gasette
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Carroll	Daily Herald
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Marshalltown Times-Republican

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Iowa City.... Press-Citizen
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The Iowa Daily Press Association An**nounces** A CAMPAIGN [REACHING MORE THAN] TO COMBAT SUBSTITUTION

S a service to national advertisers and their agencies, the Iowa Daily Press Association announces a campaign to combat the substitution of off-brand and private-label goods for nationally advertised brands. Recognizing that this insidious practice tends to reduce the effectiveness of national advertising, the newspapers comprising the Association are launching this campaign to prevent such substitution.

The series of 5-column 17-inch advertisements represented on the opposite page will all appear at frequent intervals during ensuing months, in the thirty dailies which make up the Iowa Daily Press Association. Simultaneously with each advertisement, each newspaper will publish a news story or editorial emphasizing the advan-tages of insisting on advertised brands, and pointing out the unsoundness of substitution.

This campaign, sponsored by the Iowa Daily Press Association, will reach more than two million newspaper readers, concentrated

in the 27 key markets of Iowa. The ad-equate coverage thus afforded, together with the intense reader-dealer loyalty which these newspapers enjoy will, without doubt, serve to noticeably strengthen the effectiveness of national advertising in the Iowa market . . . from the standpoint of both consumer and dealer.

The complete series of advertisements is available in brochure form. A copy will be sent gladly to any organization or individual desiring it. Please address such requests to the Office of the President, Iowa Daily Press Association, Council Bluffs, Iowa.

The dots, shown on the m above, indicate the location of daily newspapers in Iowa. Note, they are scattered over state, covering the 27 distinct and separate key markets.

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Oregon's \$15,000,000 Farm Market

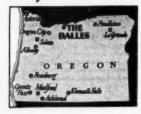
Farming and money are synonymous in The Dalles as \$5,000,000 in savings deposits prove. Wheat, sheep, horses, and hay all bring more than a million dollars a year and seven other principal farm products run the total past \$15,000,000.

Only because the agricultural return is so great does the industrial payroll look relatively small. But 42 manufacturers have a yearly payroll of \$1,440,000, an average of 1,213 wage earners, produce \$2,358,000 worth of goods annually.

The county seat and 471 retailers bring many buyers to The Dalles. Ample opportunities for sales are indicated by 651/2% of the families who own automobiles and the 95% who occupy individual dwellings.

Only daily in five adjoining counties, The Dalles Chronicle delivers each evening to 94.7% of all the homes in the city and maintains extensive carrier routes in its surrounding market. Conservative but alert, the Chronicle is one of the most quoted dailies in Oregon.

The Dalles





Chronicle

Every day 206,265 Oregon buyers read these twelve Mogensen Newspapers:

Albany Democrat-Herald
Ashland Tidings
Astorian Storian Budget
Grants Pass Courier
Klamath Falls Herald-News
La Grando Observer
The Dalles Chronicle



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record is a list of every machine repossessed, showing the date sold, sales price, terms of original sale, amount paid, amount due, date of repossession, date of resale, resale price, and reason for repossession.

When all the data for the various reports are listed on the blanks provided for the purpose they are then summarized and the various figures broken down into percentages, so that the factory officials, the district representatives and the dealer can see at a glance all the essential facts concerning the relative condition of every phase of the business.

For example, in the summary of the sales analysis the sales of used machines are totaled and listed along with the total sales of new machines, and the figures reduced to percentages. Then this is followed by a complete analysis of cash payments, and trade allowances, both reduced to percentages. After this comes a record of deferred payment maturities which shows the total deferred payments due every three months for twenty-four months, with the percentage due at each period on both used

and new equipment. The used equipment summary shows the total used equipment sales, total taken in, on hand, cost of used equipment sold, profit on used equipment sold (or losses if any) and the percentage of profit or loss on used equipment sales. The report also shows the number of used items on hand, sold and taken in. In addition to this there is a special analysis of used equipment from the standpoint of profit -one analysis for used equipment on which no profit was made, another for used equipment which showed a profit, and another for used equipment on which losses were sustained. All three classifications show the machines handled, the total cost, sales price, who received and who sold each piece of equipment. These detailed records give the facts on each individual sale, enabling the dealer to trace the responsibility for each

The analysis of past due accounts is summarized to show past due accounts due as of the date of re-

port, past due accounts added since previous report, uncleared balance of previous report, cleared to date, and past due accounts from previous report. This analysis shows just what progress the dealer is making with all past due accounts, whether he is clearing them up, or whether past due accounts are increasing out of proportion to the total volume of business.

From a sales standpoint the analysis of used equipment, taken in, rebuilt and sold is of inestimable value in determining which salesmen are making bad trades or taking in equipment which cannot be sold at a profit. Future executives in dealer organizations, and future dealers will be recruited largely from the ranks of sales-men. Therefore it is important to know which salesmen show ability to make profitable trades, and who are willing to accept responsibility for the used equipment taken in. The information obtained from the analysis of used equipment on hand enables the dealers to weed out the salesmen who are responsible for too many unprofitable

With the inventory of machines and equipment on hand, unsold, delivered but not settled for, the district representative can discuss intelligently and accurately the dealer's needs for the future, and, with the dealer, determine, from the analysis of maturity dates, whether there will be enough cash on hand at various future dates to handle the business.

With the records of all his dealers at his finger tips the district representative is in a position to give valuable information concerning the worth of various types of used equipment, what types of used equipment offer the best possibilities for re-sale, and what types of equipment are sure to result in losses if taken in on trades.

The analysis of repossessions provides helpful information not only for the dealer himself and other dealers, but for the sales and advertising departments at the factory, as well as the engineering department. If a certain class of

customers cannot pay for the machines they buy, why spend money advertising to them? Or if another class of customers buys machines but cannot use them enough to make a profit from the machines perhaps the engineering department can design auxiliary equipment which will render the machines more useful.

The facts which have been gathered in these various reports have proved of enormous value to every department at the factory. The information obtained has brought every department in closer touch with the dealer organization, and given the factory executives a much better appreciation and understanding of dealer problems

and conditions.

Another analysis which has not been mentioned is a report on dealer personnel, which is an ex-tensive study of the employees in each dealer organization. reports are made up to show the total costs of the various departments, such as sales, parts, repair, demonstration, accounting, Back at the factory these reports are grouped into classifications of dealers, based on the volume of a dealer Obviously business. whose sales were only \$250,000 annually would have a different personnel problem from the dealer million dollar annual doing a business.

A thorough analysis of overhead and labor costs for each group of dealers, according to sales volume, has been prepared to show what percentage of total sales is spent by dealers for office employees, repair men, salesmen, etc.

"Every dealer's reports are kept strictly confidential," explained Mr. Hale. "We do not tell one dealer that such-and-such a dealer has a certain sales cost, or that he averages a certain percentage of profits on used equipment. But we will tell dealers whether their figures for various activities are too high or too low, or that their salesmen are paying too much for used equipment. Because they know that we have the figures for all dealers, they do not question our statements, nor do they feel that they are based on our own ideas.

Rather, they know that the facts are accurate because they are based on current information gathered by our district representatives.

"This plan of regular audits of our dealers has enabled us to act as a clearing house of information for all dealers. It has brought to every department of the business information which has been passed on to dealers, influenced decisions by department heads, and guided executives in all branches of the business."

To Extend Distribution of Westinghouse Refrigerators

Distribution of the Westinghouse reference and parts of the United States east of Kansas City will be begun at once, according to Carl D. Taylor, manager of the refrigeration department of the Westinghouse Electric and Manufacturing Company. During 1930 the refrigerator has been distributed and sold in a gradually extended area in the East. This expansion in activities, it is reported, will be marked by a greatly increased advertising and sales campaign. General and women's magazines and radio advertising will be used, while Westinghouse will continue and increase its newspaper and outdoor advertising.

Plans Campaign on Bath Salt Shower Device

The Sani-giene Corporation, Ltd., Los Angeles, maker of Fragrant Spray shower attachments, a device for combining bath salts with showers, has appointed Bruce Daniels, Advertising, of that city, to direct an advertising campaign using national magazines.

Gasoline Account to Logan & Stebbins

The United States Refining Company, Los Angeles, refiner of Purr Pull gasoline, which is distributed throughout California, has placed its advertising account with Logan & Stebbins, Los Angeles advertising agency. Newspapers and outdoor advertising will be used.

Appoint Carlysle Company

Adelson, Geiger & Schneider, Inc., gowns, the National City Manufacturing, Company, aprons and dresses, all of Daniels & Company, draperies, all of New York, have appointed the Carlysle Company, advertising agency of that city, to direct their advertising accounts.

South Carolina Papers Combine
The Anderson, S. C., Independent
Tribune has acquired the Anderson
Masil. The two papers will be owned
and operated by the Independent Tribune
but will continue to be published separately.

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CHAIN STORE AGE 93 Worth Street New York City

Please Tell Us—Is Our Trade-Mark Descriptive?

An Analysis of the Differences That Are Supposed to Demark Descriptive and Suggestive Trade-Marks

By E. B. Weiss

A NYBODY who has given at least passing attention to trade-mark matters knows that a descriptive trade-mark is not registrable at Washington. It is equally common knowledge that a suggestive trade-mark may obtain Federal registration papers-thousands

of them have.

Those who have gone more deeply into trade-mark law know that, under certain circumstances, descriptive trade-mark, even though it may fail to secure Federal registration, can be protected against unfair imitation by competitors. But here, also, it is realized that a suggestive mark is vastly to be preferred-that is, if there is no choice other than a descriptive or a suggestive mark.

In other words, there is little confusion concerning the relative merits of descriptive and suggestive marks. One cannot have looked into trade-mark procedure for more than a few minutes without having it firmly impressed that the suggestive mark wins hands down when compared with the de-

scriptive mark.

But—and this is the biggest "but," perhaps, in all trade-mark practice -when it comes to explaining the differences between a descriptive and a suggestive trade-mark, then

trouble brews.

Dictionary explanations won't do. The only guide that may be followed with any degree of safety is the record of court and Patent Office decisions. Unfortunately, even this guide is not at all as sure of the proper path as one might wish it to be. However, since there is nothing else to go by, let us examine the record and get what little enlightenment it affords.

The present-day muddle-and muddle it is-goes back to the undeniably truthful assertion that nothing must be done that will restrict a legitimately conducted business from honestly describing merchandise. Cotton cloth means cloth made of cotton. To permit a mill to obtain exclusive use of the mark "cotton cloth" would unfairly handicap other mills in the same line of business.

Similarly, bond paper describes a certain type of paper. If one manufacturer were able to secure exclusive privileges in the use of the term, it would be a severe blow to every other company in the field.

These instances are so obvious. that it would seem as though the entire problem must be simple. But consider a few cases:

"Safepack," as applied to packing bags, was held not to be de-scriptive by the Commissioner of Patents. It merely suggested a possible use of the goods, he con-tended and his decision was upheld by the Court of Appeals of the

"Ripplette" Is Descriptive

District of Columbia.

"Ripplette," on the other hand, used as a trade-mark for cotton piece goods and bedspreads, was ruled to be descriptive. The mark had been registered in the Patent It had been used and Office. heavily advertised for eighteen years. Nevertheless, the Circuit Court of Appeals for the Fourth Circuit held that "the word 'Ripplette,' although somewhat arbitrary in spelling, is so descriptive of the appearance of the goods as to be incapable of appropriation as a valid trade-mark."

Surely those two cases don't help in drawing a line of demarca-

tion between the suggestive and the descriptive. Let's try again: "Kum-a-Part" is a registered trade-mark for cuff buttons. But "Protexwell" for wearing apparel

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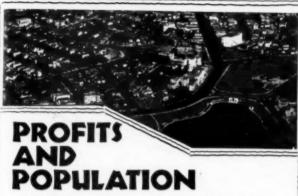
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To have a market, you first of all must have population. As population grows and individual wants and buying power increase, your market enlarges.

In Alameda and Contra Costa Counties, in which the bulk of the TRIBUNE's circulation is concentrated, live more than 552,000 consumers. Four hundred and sixty thousand of these people reside in Oakland and contiguous communities.

An investigation will reveal the value of a marketing campaign in this densely populated field.



OAKLAND, CALIFORNIA

(Member A.B.C.; the 100,000 Group of American Cities)



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Typical of Blue Sunoco's vigorous newspaper campaign



A Proverb is discredited

ADVERTISING contact with the Sun Oil Company is contagiously exciting—because its executives are guided by one sharply defined ideal: to make their one motor fuel—Blue Sunoco—equal in performance to any premium-price gasoline and yet sell it at regular gas price.

Consistent with this faith in a single product is their policy of limiting expansion until the first natural markets have been completely sold.

Undisputed leadership in volume of gasoline sold per pump, and a steady expansion into new territories are convincing proofs of the soundness of these policies—exploding the old proverb, "Don't put all your eggs in one basket."

Naturally we are proud that the Sun Oil Company has entrusted us with the advertising of Blue Sunoco—you might say, entrusted us with the basket.

Williams & Cunnyngham Advertising

6 N. Michigan Avenue . Chicago

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SMALL TOWN MERCHANTS ARE EASY TO REACH



"... the average distance between the local merchant and his wholesale house is 26.2 miles ..."

I N twenty-nine typical small towns, scattered through the states of Pennsylvania, New York, Virginia, Maryland, and West Virginia, GRIT found that the average distance between the local merchant and his wholesale house is 26.2 miles—less than an hour's travel. Thus mere mileage can't prevent you from quickly and economically reaching the small town dealer.

The Danger Spot

Your chief danger is possible lack of advertising support in the small town field. Remember, small town people—merchants and consumers alike—do not read metropolitan newspapers and magazines to any extent. In the twenty-nine towns referred to above, we asked one hundred grocers if they read GRIT regularly and if they thought advertising in GRIT would help their turnover. Seventy-five replied "yes" to the first question and ninety-four said "yes" to the second.

How GRIT Can Help

Your advertising in GRIT will win dealer support and public preference for your goods in the small town market between the cities and the farms. Send for copy of the "Marketing Survey of 29 Small Towns."



Read Every Week by Over 415,000 Families in 14,000 Small Towns

Member A. B. C.

Williamsport, Pa-

failed to get Federal credentials. Not much help there.

Here we have "Super-Easy" okeyed by the Patent Office as a trade-mark for upholstered furniture. The mark is suggestive, said the Commissioner of Patents.

But "Style-Ease" for shoes bunked up against a stone wall. The ground: merely descriptive.

We've still failed to make any progress. Suppose we try again. Take the word "No-D-Kay" as applied to a tooth paste. To the casual eye it appears like a voodoo term from out of Darkest Africa. To the ear, it sounds like "no decay"-which is precisely what it is intended to be.

In the District Court for the District of Massachusetts it was held that the mark is purely descriptive. After pointing out that misspelling will not bless with validity a mark which, correctly spelled, would be invalid, the court

"This brings us, therefore, to a somewhat narrow question-are the words 'no decay,' when used in connection with the manufacture or sale of a paste or dentrifice used for cleaning teeth, so far descriptive of the properties, characteristics, use or advantageous effects of the article as to make the mark not subject to exclusive appropriation?"

Answering its question, the court ruled: "After careful consideration of the many cases cited by both the plaintiff and the defendant, I have little difficulty in reaching the conclusion that the words are descriptive and cannot be claimed as a proper subject for

a technical trade-mark."

"No-D-Kay." So much for Bearing in mind that the court just quoted had "little difficulty" in reaching its conclusion, surely it ought to be equally easy to decide that "Archrest" for shoes is descriptive.

However, it isn't descriptive. Or at least so the Court of Appeals for the District of Columbia ruled. Here it was held that "Archrest" suggests something, but tells nothing. Therefore, ruled the court, it is suggestive, not descriptive.

more case-a decision

handed down by Judge Learned Hand in the United States Circuit Court of Appeals for the Second Circuit. In passing, it might be mentioned that Judge Hand has a well-deserved reputation for the clarity of his opinions on trademark matters and unfair competition in general.

Quoting from the decision: "Dioxogen is the registered trade name under which the plaintiff has long sold peroxide of hydrogen. More than \$1,000,000 has been spent in acquainting the public with the product so sold. As to validity, the question is whether the mark was 'descriptive,' or only 'suggestive' of the goods sold. A descriptive mark is bad for two reasons: First, because it does not in fact advise the public that the goods come from a single source; second, because if it did, since the word describes the goods, the protection of the mark would trench upon common speech. which should do the same. A suggestive mark which avoids both these defects may still substantially describe the goods, as for example, Wormix, Ceresota." Cottolene, Cuticura,

Judge Hand ruled that "Dioxogen" was purely a descriptive term. "Wormix," on the other hand, was pointed to as an excellent example of a suggestive mark. Yet to me -if I may on this occasion quote myself as being typical-Wormix is purely descriptive, signifying a mixture to kill worms, while Dioxogen not only fails to describe its chemical contents to me but

fails to suggest its use.

I'm afraid these cases haven't helped us one bit to locate that elusive line of demarcation. Let's try another tack.

Many years ago, in the course of a trade-mark case in England, the court said: "There is a perpetual struggle going on to enclose and appropriate as private property certain little strips of the great open common of the English language. That is a kind of tres-pass against which I think the courts ought to set their faces."

That is exactly what the courts and the Patent Office are trying to So enthusiastically, in fact,

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did the Patent Office at one time carry out the spirit of the above remarks that until about 1913 it was impossible to obtain registration for any mark that in any way suggested the characteristics of the merchandise on which it was used.

Then the idea gained support that the rapidly increasing number of trade-marks made it quite impossible for the business man to originate, and the consumer to remember, thoroughly original and arbitrary marks. Therefore, the Patent Office, following in the footsteps of court decisions which indicated a changing attitude, became more lenient.

Nevertheless, the courts and the Patent Office must continually cope with the "perpetual struggle" to appropriate, for private and exclusive use, "little strips of the great open common of the English language." As a consequence, what is really going on now—and what has been going on for a decade or more—is an effort, to erect, out of the never-ending flow of adjudicated cases, a legal lighthouse which will eventually throw a beam that will unmistakably steer the unwary away from the

shoals of descriptiveness.
Until that Utopian day arrives, it would surely be nothing more than ordinary wisdom to avoid both the descriptive and the suggestive, if that is at all possible, when designing a trade-mark. If it is felt to be impossible, then the following rule is the best that may be laid down at present, if one would avoid the dangers of using a trade-mark that may not only be unregistrable, but unprotectable at common law:

Quoting from Edward S. Rogers' standard work, "Good-Will Trade-Marks and Unfair Trading:

"Descriptive words are not protected as trade-marks for the excellent reason that to give to one producer the exclusive right to such a word would prevent others from accurately describing their own goods. Some latitude is allowed; words which are merely suggestive are not proscribed; but the description must not be 20 ob-

vious that its monopolizing by one trader would handicap others in the use of the language."

So much for a rule. As for advice, Mr. Rogers says: "In adopting a new name it is better to err on the side of non-descriptiveness than the reverse—unless one fancies the expensive luxury of forensic disputations or is a thorough sportsman and likes to give lawyers and infringers a chance to make a living."

J. H. Hornung with "Today's Magazine of America"

John H. Hornung, formerly advertising manager of The Spice Mill and Building Age, both of New York, and, more recently, sales and advertising manager of the Dripco Corporation, of that city, has been made advertising manager of Today's Magazine of America, New York.

L. R. Benson with Radio Station WIBW

The Capper Publications, Topeka, Kan., have appointed L. R. Benson, formerly assistant manager of national advertising of the Topeka Daily Capital, as local sales representative of radio station WIBW, of that city.

Hotel Account to Allentown

Agency
The Hotel Traylor, Allentown, Pa,
has appointed Shankweiler-Mickley, Inc.,
advertising agency of that city, to direct
its advertising account. Pennsylvania
newspapers are being used.

To Publish "Product Finishing"

Product Finishing is the name of a new magazine to be published by Industrial Publications, Inc., Chicago. The first issue of the new publication, which will cover all phases of finishes, will appear in February. William F. Miskella is editor.

New Accounts to Blaker

The En-Tout-Cas Company, Ltd., and The Minwax Company, Inc., both of New York, and the National Building Granite Quarries Association, Boston, have appointed the Blaker Advertising Agency, Inc., New York, to direct their advertising accounts. These appointments are effective January 1.

H. L. Warren Joins Theatre Service Corporation

Harry L. Warren has joined the New York staff of the national advertising department of the Theatre Service Corporation, producer of Sereen Broadcasts and Vogue Fashion films. And what do your jobbers say?

50 leading Hardware Jobbers (in 20 large cities) employ 2,558 salesmen in the country districts; 569 in city territory.



a beautifully printed woman's magazine—

covers one out of every four

farm homes in the

22 richest farm states

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Chain-Store Sales for November

	Nov.	Nov.	%	11 Months	11 Months	%
-	1930	1929	Chg.	1930	1929	Chg.
Company	\$	3.		. \$		
Great Atl. & Pac	79,820,446	83,713,860	-4.6	980,949,625	940,654,424	+4.3
*Sears, Roebuck (a)	32,243,424	40,717,004	20.8	351,306,974	390,331,450	
F. W. Woolworth	24,076,836		-7.9	246,967,737	258,880,398	-4.6
*Montgomery Ward.	22,401,426	29,851,303	-24.9	243,647,441	255,731,305	-4.7
Kroger Groc. (b)	20,037,434	22,179,106	-9.6	241,681,283	259,741,281	-6.9
J. C. Penny	18,937,377	24,419,680	-22.4	169,233,546	180,101,169	-6.0
Safeway Stores	17,738,309	19,867,344	-10.7	201,657,970	198,956,317	+1.3
S. S. Kresge	12,503,020	14,021,354		126,371,648	132,085,718	-4.3
American Stores (c)	11,132,261	11,522,139	-3.3	129,482,650	130,208,426	-1.9
First Nat'l Stores(d)	8,220,055	8,608,595	-4.5	98,930,184	88,860,499	+11.3
MacMarr Stores	7,047,763	8,063,308	-12.6	79,066,760	79,183,361	().1
National Tea Co	7,082,372	7,940,362	10.8	77,828,227	82,117,135	-5.2
W. T. Grant	6,677,369	6,510,666	+2.5	59,253,586	53,912,458	+9.9
S. H. Kress	5,528,389	5,843,610	-5.4	57,222,519	56,214,949	+1.8
Walgreen Co	4,080,096	4,250,968	4.0	46,920,048	41,656,236	+12.6
McCrory Stores	3,617,075	3,854,417	6.1	36,440,578	37,413,031	-2.6
F. & W. Grand-Silver	3,176,266	2,894,851	+9.7	31,666,894	25,288,975	+25.2
H. C. Bohack	2,806,223	2,352,115	+19.3	29,221,068	25,667,141	+13.8
Grand-Union	2,772,961	2,731,392	+1.5	33,495,475	30,587,759	+9.5
Dan'l Reeves, Inc. (e)	2,698,557	2,822,097	-4.3	31,313,202	30,873,813	+1.4
J. J. Newberry	2,606,653	2,608,650		24,697,830	22,638,769	+9.1
Schulte-United	2,620,081		-4.7	23,648,658	16,042,986	+47.2
Melville Shoe Corp.	2,507,537		+13.7	25,835,687	23,090,435	+11.8
Dominion Stores	2,343,978	2,410,864	-2.7	22,046,755	22,631,349	-2.5
Lerner Stores	2,096,836	1,805,142	+16.1	21,473,613	15,719,003	+36.6
McLellan Stores	2,081,063		-10.8	20,110,923	19,393,487	+3.7
Childs Co	2,075,268	2,362,100 -	-12.1	24,274,107	25,697,044	5.5
G. C. Murphy	1,579,476	1,463,872	+7.9	14.327,676	13,080,288	+9.5
Neisner Bros	1,480,548	1,556,434	-4.8	13,480,993	12,402,796	+8.7
G. R. Kinney	1,473,994		-23.7	15,623,754	17,979,411	
Diamond Shoe Corp.	1,406,616	1,393,050	+1.0	16,415,371	14,896,069	
Peoples Drug	1,402,920	1,403,356		15,071,219	13,814,530	+8.1
Lane Bryant	1,373,628	1,245,391	+10.3	15,776,397	14,210,890	+11.0
Waldorf System	1,329,539	1,394,017	-4.6	14,492,118	14,626,638	-0.9
West'n Auto Supply	1,271,000	1,577,000 -	-19.4	12,828,000	14,782,000	-13.2
Jewel Tea (f)	1,217,652	1,386,469		14,255,072	15,384,805	-7.3
Nathan Strauss, Inc.	1,051,329	910,699	+15.4	8,588,930	6,958,446	
Amer. Dept. Stores	859,988	998,349 -	-13.9	8,144,660	8,547,071	-4.7
Schiff Co	821,046	852,712	-3.7	8,757,290	7,900,128	
Met. Chain Stores	724,192	968,237 -		7,459,691	8,277,248	-9.8
Kline Bros	503,049	528,417	-4.8	4,042,071	4,214,159	-4.1
Exchange Buffet	456,438	554,071 -		3,460,640	3,755,984	-7.8
Edison Bros	444,850	325,180 -		4,250,517	3,335,376	
Winn & Lovett	411,579	509,682 -		4,942,026	5,620,836	
Sally Frocks	351,044	-461,239 -		4,215,561	3,477,653	
Nat'l Shirt Shops	286,566	333,964 -		3,707,607	3,645,644	+1.7
Kaybee Stores	231,372	207,939 -		1,654,157	1,367,111	
M. H. Fishman	206,690		-6.4	1.852,669	1,641,868	
Morison Elec. Sply	205,822	275,606 -		1,759,705	1,929,317	
manual moon ofthy	,000	5,000		* ** * * * 0.2	2000000000	47.4

Total328,018,418 365,300,682 -10.2 3,629,851,112 3,635,527,186 -0.1

(a)—Nov. 6 to Dec. 3 and 1930 up to Dec. 3.

(d)—4 weeks to Nov. 22 and Jan. to Nov. 22. (e)—4 weeks and to Nov. 29. (f)—4 weeks and 44 weeks to Nov. 29.

(h)—4 weeks and to Nov. 29.
(c)—4 weeks and 48 weeks.
*Includes both chain and mail-order sales.

The B

The Atlantic & Pacific Tea Company also reports its tonnage figures. Tonnage for the 11-month period in 1930 was 4.755.395, compared with 4,302,817 in the corresponding period of 1929, an increase of 10.5 per cent. The average weekly tonnage was 99.935 during this November and 95.277 in November, last year, an increase of 4,659 tons.

NUMBER OF STORES IN OPERATION

	END OF 1930	Nov	EMBER 1929		END OF 1930	NOVEMBER 1929
Kroger Grocery	5,165		5,588	McCrory		238
Safeway Stores			2,565	S. H. Kress	213	201
I. C. Penney	1,452		1,390	F. & W. Grand-Silver	209	139
Jewel Tea	1,276		1,200	G. C. Murphy	165	152
S. S. Kresge			579	Peoples Drug	118	113
Melville Shoe	483		460	Childs	111	110
Walgreen	442			Schulte-United	88	97
W. T. Grant	346		273	Neisner	73	57
McLellan	277		259	Exchange Buffet	35	33

8, 1930

Chg.

-5.2 +9.9

-2.6

1-9.1

+3.7

+8.7

+10.2

-0.9

-4.7 10.8 -9.8

Tampa's Phosphate Industry

Tampa leads the world in the shipment of phosphate, the mineral which is the principal ingredient of commercial fertilizer. Most of the world's supply is found within 75 miles of Tampa.

More than 2,000,000 tons—80% of all the phosphate mined in the United States—is shipped from this port each year, providing another substantial and stable source of income distributed among 43,000 Tampa Tribune readers.

1930 Federal Census

Tampa and Suburbs 119,000

Jobbing Trade Area 750,000



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Duccess Stories from IMPORTAN



I. MILLER & SONS.INC.

MANUFACTURERS OF Beautiful Shoes for Women LONG ISLAND CITY, N.Y.

December 8th, 1930.

Wr. George B. Hall, Harper's Basaar, 572 Madison Avenue, New York City.

Dear Mr. Hall:

Again in 1931, we are using Harper's Basaar and we anti-cipate a broader schedule than those we have been using during the past ten years.

Harper's Bazaar, besides building fashion prestige, always brings results. When we feature particular shoes in our advertising copy, we find women come to our retail stores throughout the country asking to be shown the shoes displayed in Harper's Bassar.

Dealers also respond to this advertising. Dealers also respond to this advertising. When our first Wingat page appeared this past season, we opened seven new accounts that came to us directly because of this page. They adatted their customers were saking for Wingait shoes - they must have them. Several other accounts which we opened at this time were also influenced by this advertising.

We consider this an excellent further proof of the value of Harper's Basaar to the manufacturer of a fashion pro-duct.

Very truly yours,

I. MILLER & BOSS ASC.

Smart women, seeing an advertisement rectly Harper's Bazaar, demand the product by name on n in their favourite shop. Alert shops, following in their favourite shop. such requests, promptly order the production] from the manufacturer. I. Miller & Sons, In Har

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ADVERTISERS





we proved that the manufacturer benefits rectly from Harper's Bazaar advertising.

The Wingait advertisement is the one which ent rectly caused I. Miller & Sons, Inc. to open y name ven new retail accounts. The other advertise-lowing ent is typical of the business-building series brodu hich I. Miller & Sons, Inc. have been running as, In Harper's Bazaar over a period of ten years.

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MEMBER 100,000 GROUP OF AMERICAN CITIES





... Christmas Saving Deposits INCREASED 8%—\$480,000 in 1929, \$520,000 in 1930.

... 1930 Community Fund Oversubscribed . . Goal set for \$194,000 Total Subscribed \$211,000.

... Total Bank Deposits Show Increase of \$296,535 over 1929.

... and 80% (+) of these Prosperous People read the . . .

PEORIA JOURNAL-TRANSCRIPT

Chas H Eddy, Nat'l Rep, Chicago, New York, Boston



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Coty Goes After Leadership with Increased Advertising

New Advertising Appeal Is Introduced in Campaign Which Is the Largest in the Company's History

N August, Coty, Inc., embarked on its largest single advertising venture of twenty-five years. In a newspaper campaign reaching not only major cities but all minor trading areas as well, the company sought three objectives:

1. To increase sales among present consumers.

2. To develop new cus-

3. To show retailers that Coty merchandise has full and active advertising support during a period when an aggressive advertising attitude is widely recommended but not so widely as-

This campaign, which together with the company's usual large space in magazines and rotogravure in fifty-three papers, made an increase of \$150,000 over the 1929 advertising budget,

opened in 197 newspapers. According to B. E. Levy, chairman of the board, this was a step taken in the belief that the time to assert leadership most emphatically is when others are reticent. And though this was a move part of a program of general expansion, the company

reports that the sales curve of its two principal items showed an up trend from August through November with indications that sales in the fourth quarter may equal the same period of 1929.

While the general purpose of this campaign was to build for the future rather than the immediate present, it was planned to stiffen it if any immediate results became apparent. Therefore, though sales of all Coty merchandise during the third quarter of this year were not up to the same quarter of last, the upward trend in two outstanding items satisfied the company that it should amplify this newspaper ad-





of perlute-precious lasting subtly entely priced "PURSE SIZES" for promises which are richly repeated in

ever leadership for the next One of the New Coty Advertisements-Typical five years rather than to be of the Current Campaign in Magazines and Newspapers

> vertising, and at the end of November space was increased from 112 lines to 224 lines to lead up to a strong December effort. in December the company began using every rotogravure section in the country, from four full pages down to single insertions of 1,200 lines minimum in each city.

This 1930 advertising effort on the part of a company which from a modest beginning has raised its advertising budget in steady pro-

n

portion to sales-which in 1929 reached \$13,000,000 in the United States alone—is important at this time when budgets for 1931 are being considered. For while cost of doing business has been higher, the company reports this year's \$150,-000 addition to the advertising pro-

gram has developed extra selling pressure worth the expense.

In addition to the company's increased financial effort to stimulate business during a depressed period, there has been a second effort. This has taken the form of a fresh advertising appeal. From an abstract presentation—one of an atmosphere of dignity, luxury and prestige-Coty has changed to a distinctly concrete appeal.

Gradual transition from old to new was desired rather than a spectacular shift which might disturb or weaken consumer confidence with thoughts of possible corresponding changes in product, management, or standards. Accordingly, the standard presentation — a conventional panel, the package in silhouette, limited copy, and an unusual amount One of the Old Coty Advertisements-The luxury background - was modified.

The first step was a gradual elimination of the panel. Over a period of two or three months this conventional panel was reduced in size and then dropped to a spot over the address slug. By May it had disappeared completely.

Similarly with the reproduction of the package-where the product had been reproduced in simple silhouette against a white background, it was gradually built up until it became extremely distinct and real. A background was introduced of atmospheric quality which served to focus attention still more keenly on the package itself.

Again, lettering which always had been in script was replaced by carefully chosen type.

Then a new copy angle was developed, giving purchasers definite buying reasons, prices invariably being included.

In all, the new appeal was one in which a clear, complete picture was given of each product, along with how much it cost.

By June, the new presentation had made its debut. But even after



of white space to create the Change from the Old Style to the New Was Made Gradually

that the old style was reverted to in order to make the change as gradual as possible. A few of the new advertisements were run, then one of the former style. As appearance of the new became more and more frequent, the old was shown less and less, until by the beginning of fall and the expanded newspaper advertising program, the new Coty appeal was completely established.

To apply the new style effectively to the coast-to-coast newspaper campaign was something of a problem. For the company had to retain, in small space, the same element of atmosphere while sending out a strong, lively selling mes-

But this problem was solved successfully, dominance on newss one icture along

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Note the approximate location of Nebraska's two largest cities—
Omaha and Lincoln—
290,094 combined population.
In all of the rest of this rich agricultural territory no one unit of population reaches 20,000.

Vet the total market outside

Yet the total market outside of these two cities is 1,076,876. One medium, The Nebraska Farmer, dominates the actual 625,000 of this market that live on farms.

In Nebraska No List is Complete Without

The
NEBRASKA FARMER
LINCOLN NEBRASKA

NEW YORK-Wallace C. Richardson, Inc., Eastern Managers, 250 Park Ave.

CHICAGO-C. L. Burlingham, Western Man- lincoln ager, 400 West Madison Street.

SAN FRANCISCO-E. S. Townsend, 713 Hearst Building.

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paper pages being achieved by means of:

Prominence of the Coty company name; showing products clearly against their background, and quoting prices. At the same time, a definite feeling of white space and quality atmosphere has been preserved in the limited space being used.

What Groucho Says

Unemployment and Corns

FUNNY how people settle down into hard times and enjoy beefing about it all. Just like getting fitted to a new pair of shoes. We break 'em in and if they don't give us corns we're all right.

Speaking of corns, got an aftermath from my Acorn Corn Cure visit. Wire from their big Boss could I come and see 'em, expenses paid. I could.

Found 'em all excited over unemployment. Their chief cornological expert saw those guys on the street selling apples and their printed signs, "Unemployed, buy an apple" or whatever it is. Money for the apple sellers. Market for apples. Seems to be selling apples, anyhow. Fellow saw apples moving and wanted to make corn cure move.

Big Boss of Cornery wanted to advertise in Want Ad Columns everywhere:

"Acorn Corn Cure given Free to anyone who gets corns walking to hunt a job." Corn Elimination Expert and Sales Manager wanted to advertise small tube free with every coupon or for 5 cents at all drug stores. Big Boss said the 5 cents would be profiteering and taking advantage of human distress.

Wanted me to umpire the de-

Three hours of it straight. Never got more "corned up" over anything than I did over whether a corn cure sample should be a nickel or nothing. Finally old Acorn himself said: "I'll settle it. We'll find a hundred unemployed in 200 big cities, give 'em placards, and all the samples they can sell for a nickel. So many new corns being grown every day, they oughta sell at least 100 tubes apiece and five plunks a day will give a man food and lodging."

"Just a minute!" said their

Gent. Treas. "Know what that means? Two hundred cities, hundred small tubes each man per day. That means 2,000,000 tubes per day. Make it two five-day weeks and you give these men 20,000,000 tubes! Think that over before you jump into this."

"O. K.," says the old man, "order 'em." They all went out to get busy in their Acorn way, which means that Big Boss could go to the South Pole now and the job would be done.

Bit faint, I was. Old man asked what he owed me and I allowed I'd like to contribute my time and R. R. fare to help the army of unemployed.

"But," sez I, "how can you afford to do the thing on that scale?"

"Oh, that's all right. Biggest sampling we ever did was a coupla million. I've always wanted to give sampling a real fling. Twenty or thirty million ought to give it a break and show if it's any good. Now we can get samples and tubes bed-rock cheap and if it goes I'll give it another week or two. They tell me there's a new painting by Aurely in the Cox Galleries, very fine light effects on a big wave. Would you mind having one of your art men look at it and wire me if he thinks I ought to see it? Never saw but one of Aurely's, but that made such a hit with me I'd like to own one."

You know, I like this outside contact with these people. If they were clients, probably I'd add the corns of the nation to the daily cares which bow me down. Why don't they consult their own agency about these things? Well, I dunno, I suspect they may deal in bargain placing if you get what I mean.

GROUCHO.



Members of the Associated Business Papers Inc.

Every good business paper exerts a powerful influence in the industry, trade or profession it serves—The following papers are members of the A. B. P., an organization of leading publications pledged to maintain honest, known, paid circulation, straightforward business methods and editorial standards that insure reader interest.

Advertising and Selling . . Airway Age . . American Builder and Building Age . . American Gas Journal . . American Machinist . . American Paint Journal . . American Paint and Oil Dealer . . American Painter and Decorator . . The American Printer . . American School Board Journal . . The Architectural Forum . . The Architectural Record . . Architecture . . Automobile Trade Journal and Motor Age . . Automotive Industries . . Bakers' Helper . . Bakers Review . . Bakers Weekly . . Blast Furnace and Steel Plant . . The Boiler Maker . . Boot and Shoe Recorder . . Brick and Clay Record . . Building Supply News . . Buildings and Building Management . . Bus Transportation . . Canadian Automotive Trade . . Canadian Grocer . . Canadian Railway and Marine World . . Ceramic Industry . . Chemical and Metallurgical Engineering . . Class and Industrial Marketing . . Coal Age . . Coal Mining . . Commercial Car Journal and Operation and Maintenance . . Concrete . . Confectioners' Journal . . Construction Methods . . Cotton . . Daily Metal Trade . . Dry Goods Economist . . Dry Goods Review (of Canada) . . Editor and Publisher and The Fourth Estate . . Electric Railway Journal . . Electrical Installation Record . . Electrical Merchandising . . Electrical West . . Electrical World . . The Embalmers' Monthly . . Engineering and Contracting . . Engineering and Mining Journal . . Engineering News-Record . . Factory and Industrial Management . . Fire Engineering . . Fire Protection . . The Foundry . . The Furniture Journal . . Furniture Manufacturer . . Furniture Record . . Gas Age-Record : . General Building Contractor . . The Gift and Art Shop . . Good Furniture and Decoration . . Hardware Age . . Hardware and Metal (of Canada) . . Heat Treating and Forging . . Heating and Ventilating . . Hide and Leather . . Hospital Management . . Hotel Management . . The Hotel Monthly . . Hotel World . . House Furnishing Review . . The Ice Cream Review . . The Ice Cream Trade Journal . . Industrial Arts and Vocational Education . . Industrial Education Magazine . . Industrial Engineering . . The Inland Printer . . The Insurance Salesman . . The Iron Age . . The Jewelers' Circular . The Jobber's Salesman . . Laundry Age . . Marine Engineering and Shipping Age . Marine Review . . Men's Wear . . The Metal Industry . . The Milk Dealer . . Mill Supplies . . Motor Trade (of Canada) . . Motor World Wholesale . . National Butter Journal . . National Cleaner and Dyer . . National Hotel Review . . National Laundry Journal . . National Miller and American Miller . . National Petroleum News . . The National Provisioner . . National Real Estate Journal . . The National Underwriter . . The Paper Industry . . Pencil Points . . Power . . Power Boating . . Power House (of Canada) . . Power Plant Engineering . . Printed Salesmanship . . Printers' Ink . . The Purchasing Agent . . Radio Retailing . . Railway Age . . Railway Electrical Engineer . . Railway Engineering and Maintenance . . Railway Mechanical Engineer . . Railway Signaling . . Restaurant Management . . Retailing . . Rock Products . . Sales Management . . Shears (Paper Box, Carton and Container Industry) . . Shoe and Leather Reporter . . Signs of The Times . . Southern Power Journal . . Southern Textile Bulletin . . The Starchroom Laundry Journal . . Steel . . Style Sources . . The Tea and Coffee Trade Journal . . Textile World . . The United States Daily . . Water Works and Sewerage . . Water Works Engineering . . The Welding Engineer . . Women's Wear (of Canada) . . The Wood-Worker.

THE ASSOCIATED (1) BUSINESS PAPERS, INC.

TWO-NINETY-FIVE MADISON AVENUE, NEW YORK

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It's time to bring upth

Horses can pull a circus wagon along a dirt road—they can buckle down and haul it through a little sand or mud. But when it bogs in the mire—when everyday horse power fails—it's time to bring up the elephants!



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wer fails

Turhe Elephants

THERE comes a time in business when sales slow up—when buyers hesitate—when merchandise won't move. All the plans that worked so well when the road was smooth, somehow seem to lose their power to pull.

But there's a power that comes into its own at just such a time as this—it's the concentrated power of the business press!

For here is the shortest, quickest, most economical route to your selected market. In times of stress, as never before, the leaders in every industry turn to their business papers.

There are business papers in the trade or industry you serve that are being read now by men eager to know what you have to offer.

You can use these papers with concentrated

force at surprisingly little cost.
You can use them quickly to do the job

You can use them quickly to do the job you want done, now.

Advertisers who know their elephants have already brought them up for 1931.

HE ASSOCIATED BUSINESS PAPERS, INC.

TWO-NINETY-FIVE MADISON AVENUE, NEW YORK

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Business Publishers to Start Campaign

A three-month advertising campaign A three-month advertising campaign promoting business publications was announced as officially approved at the Western zone meeting of the Associated Business Papers at Chicago last week. The announcement was made by Frederick M. Feiker, managing director. Publications in the advertising and marketing field will be used and the first advertisement is scheduled for the latter part of this month. Autoroximately auverusement is scheduled for the latter part of this month. Approximately \$16,000 has been pledged for the cam-paign thus far, Mr. Feiker said, and an expenditure of \$20,000 is contemplated. The copy will emphasize the de-sirability of starting advertising pro-grams now and will follow through this thought with an expansition of the place.

thought with an exposition of the place of business papers in "this time of spe-cialized and intensive marketing."

J. R. Hannon outlined the work of

J. K. Hannon outlined the work of the circulation committee and informally presented a plan to "put teeth" in the recently adopted A. B. P. circulation code. The plan is devised, he said, to place the responsibility on the organization to investigate weigh and adjust tion to investigate, weigh and adjust circulation practices. It provides for an arbitration committee, if there is any question as to the offense, which will report its findings to the executive com-mittee for final action. The plan was unanimously endorsed by those present. It is to be submitted to the executive committee.

ommittee.

Mr. Feiker, discussing the plans of the agency relations committee, emphasized particularly the problem of presenting the qualitative values—a theme in the light of which just about everything that came up before the meeting was discussed—to advertising agencies. To supplement the work in this direction of the business-paper sales staffs, he said, a development similar to the Bu-reau of Advertising of the American Newspaper Publishers Association may come.

L. F. Boffey reported on the work of the irregular media committee and Charles J. Stark on the findings of the rate research and advertising practice committee.

Warren C. Platt, president of the A. B. P., presided at the sessions.

J. J. Love Joins H. & W. Corset

John J. Love, formerly with the But-terick Publishing Company and Ray G. Maxwell & Company, Inc., New York, as advertising representative, has joined the selling organization of the H. & W. Corset Company, Newark, N. J. Mr. Love will travel in parts of their Southern territory.

Anchor Cap Appoints Newcomb

The Anchor Cap & Clesure Corporation, Long Island City, N. Y., has appointed James F. Newcomb & Company, Inc., New York advertising agency, to handle its direct-mail and business paper advertising.

Masonic Advertising Group Elects Officers

Frederick C. McKittrick, of the "McKittrick Directory of Advertisers," No. 1,000, F. & A. M., New York. He succeeds Raymond M. Dinsmore, who was the succeeds Raymond M. Dinsmore, who was the succeeds Raymond M. Dinsmore, who was the state of the administrawas elected a trustee, in the administra-tion of the lodge which is now in its

tion of the tenth year.
Herbert W. Evans was elected senior warden, and C. W. Fuller, advertising manager of Holiday, was elected junior warden. Harry H. Charles, treasurer warden, was rewarden. Harry H. Chartes, treasure of the lodge since its inception, was re-elected. Lincoln S. Jones, of Adver-tising Display, was re-elected secretary, Roll call was conducted by Herman G. Halsted, first master of the lodge,

with 102 members answering present. Membership of the lodge now totals 204.

E. W. Macavov and M. R. Herman with Hoge

E. W. Macavoy, formerly vice-president and merchandising director of the Andrew Cone General Advertising Agency, Inc., New York, and M. Robert Herman, formerly vice-president of the Arthur Hirshon Company, Inc., New York advertising agency, have joined Huber Hoge, Inc., advertising agency, also of that city, in an executive capacity. Mr. Macavoy at one time headed his own advertising business at Chicago, and Mr. Herman was at one time vicepresident and general manager of Albert Frank & Company, New York.

Carnation Company Transfers Head Office

The Carnation Company has moved its executive offices from Oconomowoc, Wis., to Milwaukee, where they will be located in the Gas Building. Stanley D. Roberts, advertising manager, and John S. Wilkinson, sales manager, are now located in the Milwaukee office. Plans are being made for the com-

pany to expand into lines other than dairy products. A packaged cereal has already been introduced.

Marine Steel to Basford Agency

The Marine Steel Corporation, New York, stainless steel fittings, rigging and other marine equipment using non-corrosive and non-tarnishing metal, has appointed the G. M. Basford Company, advertising agency of that city, to direct its advertising account. This advertising agency of that city, to direct its advertising account. This appointment is effective January I. Business papers, class papers and direct mail will be used.

Appoints Pedlar

Hale's Bedding Stores, Inc., New York, has appointed the Louis C. Pedlar Corporation, New York advertising Corporation, New York advertising agency, to direct its advertising account, effective February 1. Plans call for the use of newspapers, magazines and direct

Perhaps this is the time for the

Treasurer Joke

THEY tell of a strong man who, after squeezing a lemon dry, offered a hundred dollars to anyone who could get out another drop of juice from the same lemon. A rather smallish gentleman appeared on the stage, took the dry lemon, and without much apparent effort, extracted about six drops more.

"Who are you?" gasped the strong man. "I, sir, am a corporation treasurer!"

The creasurer's attitude—that of extracting extra value from every dollar, will be extremely popular when 1931 advertising schedules are being made.

With this in mind, Criterion (3-Sheet) Posters are more than ever taking their place as a major, quick acting, sales producing, waste eliminating, more for your dollar medium.

Briefly, Criterion (3-Sheet) Posters are advertisements, 8 feet high, in full color, that are placed in a handsome metal frame, at eye level, on or near your dealer's store.

They give you circulation where your product is sold—a big smash-

ing, selling message where it counts.

They are instantaneous sales producers—delivering the message when the prospect is on her way to buy.

They bring cooperation from dealers, because dealers know and can feel their action on the cash register.

For territorial sales campaigns, special dealer tie-ups, national coverage, there is no more flexible or dominating medium.

Criterion Posters are no new idea to many experienced national advertisers. Ask Heinz, Coca-Cola, Procter & Gamble, CN, Victor-Radio, Borden, Standard Brands, among many others, great and small, who have used them in increasing volume year after year.

If you we turned treasurer-minded—If you want to make the eagle scream and do yeoman work in 1931, the Criterion story is of vital interest to you.

The size of your appropriation doesn't count. It's what you want to do with it that interests us.

CRITERION SERVICE

The only original and only uniform National Service of 3-sheet Neighborhood Posting.

Graybar Building, New York

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1930

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Pedlar vertising account, I for the ad direct

"1931 AMERICA

Constructive thinking and action will revive American Business. It, therefore, becomes the duty of all of us to think, talk and act constructively about 1931.

The strategic retreat that American Business has been forced to beat has, by the consensus of dependable opinion, been completed. In many cases our business casualties have been over-emphasized. To resume the advance that has characterized every five year period of our history, we must rout out of our minds every vestige of defeatism.

Confidence and action must take the place of fear and indecision.

Our feeling is that the great majority are waiting for some movement that will reassure them in stepping out boldly for 1931 accomplishments. It must be a decisive step, prompted by clear thinking and resolute action.

We all have an inherent confidence in the future of America, which, when confronted with dependable facts, can be rallied into effective action. A phrase which will



United Business

239 WEST 39TH STREET

DRY BOO

NA SAN HAI NUC

The following publications and services of the UNITED BUSINESS PUBLISHERS, INC., are sponsoring this campaign:
THE IRON AGE
HARDWARE AGE
AUTOMOTIVE INDUSTRIES
AUTOMOBILE TRADE JOURNAL
MOTOR WORLD WHOLESALE
COMMERCIAL CAR JOURNAL
DISTRIBUTION AND
WAREHOUSING

1930

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services ISHERS, Ign:

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ORWARD MARCH"

crystallize and dramatize the desire to resume our advance will form a banner around which all may rally our best efforts.

"1931 AMERICA—FORWARD MARCH"

We offer this phrase to Business America without credit lines, to its business publications, its business associations and the press in the belief that confidence will be stimulated; and that direction will be given to a decisive step into the coming year's activities.

Our own publications are aggressively sponsoring constructive programs based upon an appraisal of the immediate needs of the industries which these publications serve. We propose to give direction and stimulus in these fields, and carry this campaign through our business publications to over 250,000 leading industrial and merchandising establishments, and through our consumer publications to over 1,000,000 American homes.

"1931 AMERICA—FORWARD MARCH"

Publishers, Inc.

NEW YORK, N. Y.

DRY GOODS ECONOMIST
BOOT AND SHOE RECORDER
THE JEWELERS' CIRCULAR
NATIONAL LUMBERMAN
SANITARY AND HEATING AGE
HART MAGAZINES
NUGENTS
HOSIERY AGE
THE OPTICAL JOURNAL
THE SPECTATOR
TOY WORLD
ECONOMIST RETAIL SERVICES



Finding New Markets for Old Products by Advertising

Could Pocket-Knives Be Put in the Pockets of More Men and Boys?— Why Don't We Wear Cravat Pins These Days?—How About a Revival of the Use of Bicycles?

By L. C. Colburn

SOME time ago, an official of a large New England manufacturing concern deplored the tremendous slump in the pocket-knife industry. He remarked that until a few years ago his company did an enormous business in pocket-knives, but that the line amounted to very little now. He said that the business had declined steadily for five or six years, and that the potential capacity of existing factories in the United States is now many times the present demand for all kinds of pocket-knives.

The reason he gave for the decline is that the majority of young men and boys no longer carry the implement, and his further discussion strongly indicated that the pocket-knife is one of a number of useful, though near-obsolete articles, that are ready for a strong and profitable come-back with the encouragement of advertising.

Many cutlery manufacturers appear to think that the present state of the pocket-knife industry is due to the cheap competition from Europe; but the facts do not support this supposition. There is no doubt that the high prices of pocket cutlery during the war depressed the demand. At about the same time, cheap and effective pencil sharpeners were widely sold, and are now to be found in practically every office. Then, there can be no doubt that the popularity of the automatic pencil, largely due to advertising, has had an appreciable effect.

An investigation, made by the company mentioned, disclosed that about every man above the age of 35 years carries a pocket-knife, while only about 50 per cent of the men between the ages of 22 and 35 are addicted to the habit. Men and boys below the

age of 22 do not carry pocket-knives, and one with a knife in his pocket was found to be a rare exception. The majority in this class, between the ages of 16 and 22, reported that they found a nail-file to be a satisfactory substitute for a pocket-knife.

When these facts were mentioned to an official of a large manufacturing concern in another line, he expressed considerable astonishment. "Why in the world," he asked, "don't the cutlery manufacturers get together and bring back the pocket-knife with a smashing advertising campaign to prove to the younger generation that a good knife has innumerable uses besides sharpening lead pencils?

"You can't tell me that the young men of today wouldn't spend a dollar or two for a knife if they realized the uses to which it could be put. It is plainly a proposition of advertising — of education. We've had a great deal of experience in advertising, and I wish we had such a promising opportunity in our line. There is not the slightest doubt, in my opinion, that the pocket cuttery business can be brought back by adequately advertising the innumerable and important uses of a pocket-knife."

Knives Need Improving

That another reason for the decline is the failure of manufacturers to improve pocket-knives to meet present-day demands, was an opinion expressed by another business man who is about forty-five years old. When the subject was mentioned, he took a small knife from his pocket, opened its two blades, and remarked:

"I have carried this knife for about ten years, and when I



Sell her and you sell her neighborhood in terms of a million



NEEDLECRAFT

one Magazine of Home Arts

Chrysler Building New York, N. Y. Chas. W. Corbett—Advertising Director



Pairchild Aerial Surveys

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A partial list of products sold through diversified retail outlets, advertised through Ruthrauff & Ryan:

COCOMALI LIFEBUOY NOXZEMA BLONDEX BONCILLA HITE CROSS

LEPINE MILK

The acid

is taking place right now!

WHEN business conditions are bad, an advertiser can learn more about the selling power of his advertising than at any other time.

Weaknesses in copy are not nearly so apparent when things are booming and the public is spending freely. It is when the purse-strings of the nation are perceptibly tightened that advertising faces its acid test.

The extreme "buyer's market" situation of today calls for clear thinking and intense practicality. It is no time

for advertisers to indulge their perto advertising. All guns should be trained definitely and shrewdly upon the consumer. For the consumer is in the saddle—and over-the-country he year demand is the only unfailing remedy ng copy for decreased volume.

Mere "acceptance" of advertised articles on the part of the consumer is scarcely enough to pry orders ou of retail buyers today. More and more are they insisting upon concrete Chicago

Some

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advertised consumer

orders out

More and

LIFEBUOY

STANDARD STATISTICS

TRUE STORY

COOLENE

WOLVERINE

LION MILK

LACTOGEN

NU-WAY

CROWN

HEADLIGHT

dtest

vidences of consumer demand. And hey use it as the sole yard-stick by which they gauge the size of their tders.

their persin regard was any hint of business depression should be the manufacturers of a certain wdly upon toduct, sold in grocery stores, came onsumer is ous. Sales were considerably behind the country be year before... Today, with selling remedy up copy substituted for the "acceptance" type of copy they had previously been using (and with an expenditure of considerably less than in years past) they have experienced an increase of 16% in sales—in spite of the fact that the industry of which they are a part is nearly 20% behind 1929. In the face of a declining market, they have not only stemmed their loss—buthave achieved a gain-they had been unable to secure in the prosperous years of '28 and '29.

These advertisers are only one example. Others like them, by using vigorous copy that really sells, are, in effect, creating their own sets of business conditions today... That we have had a part in helping maintain and increase volumes for clients in these unfavorable times, is a source of much satisfaction to us... And is further proof that nothing takes the place of strong selling copy, whether times are good or bad.

RUTHRAUFF & RYAN, INC.

Advertising

New York: 132 West 31st Street

on concrete Thicago: 360 N. Michigan Ave. St. Louis: Arcade Bldg.

bought it, it was sufficient for my needs. Now, however, I find it inadequate. For instance, it is not strong enough to use as a tool in adjusting and repairing my radio set, and it fails to answer the purpose for many other uses for which the right kind of pocket-

knife could be adapted.

"Last summer, I took my two boys in the car on a tour of New England. One day, the simple fact that the younger lad had his Boy Scout knife with him saved us two or three hours' time and the possible necessity of sending for aid to the nearest service station. The big strong blade of the knife enabled me to make repairs on our ignition system, and the fact suggests one of the reasons for the depressed demand for pocket cutlery. It is plain that the manufacturers have not kept the pocketknife up to date.

"Some manufacturer may say that he is making just about the knife I want; but if that is the case he has concealed the fact from me. We no longer shop around for such things. Ten years ago, I might have gone into store after store and inquired for the kind of pocket-knife I wanted; but I wouldn't think of such a thing now, and I believe that millions of men have made the same change in their buying habits.

"Now we see what we want when it is advertised, or we want what we see advertised, and we go into a store and ask for it. Therefore, if some cutlery manufacturer will make such a knife, and then advertise it adequately, I feel sure that he will find that a profitable demand exists, and he will do his share in reviving the pocket cutlery industry."

This man also mentioned the oldfashioned, straight-edged razor as a candidate for revival by means of advertising. He said that he has used both straight-edged and safety razors, and expressed the opinion that millions of men could be induced to use both, if they now use the safety exclusively, and that a great many others could be educated to use the straight-edge in preference to the safety.

I have heard several men say that they would use the oldfashioned razor if they knew how to strop it and shave with it. Therefore it looks as if a profitable revival of the old-fashioned razor could be easily brought about by means of educational advertising. Teach men to strop the blade (it is a very simple operation when you get the hang of it). teach them, also, how to shave with the old-fashioned razor, and you will have solved the problem of selling a very large number of old-fashioned razors.

Could the Bicycle Be Brought Back?

Another interesting discussion was offered by a government official who has evidently spent considerable thought on the subject of the revival of old products. He first mentioned the bicycle as probably the most interesting possibility. For a long time, he said, the bicycle business in the United States has been declining, although our manufacturers have no competition whatever from abroad. In Europe the bicycle is still in general use, and the contrast offers some interesting suggestions.

"You hear a great deal of talk," he said, "regarding new things to advertise. Almost every week we receive inquiries on the subject. Manufacturers and others want information regarding new inventions and new goods, with the idea of introducing them by of advertising to American public. But in looking for the new, I think they are overlooking a great many exc llent opportunities in the field of old and tried products that have declined merely because neglect.

"The bicycle offers an excellent example of goods in this class. It offers the cheapest method for the delivery of short-distance messages and light packages, although it is very seldom used for such purposes. It offers good exercise, can be stored in a very small space, requires little upkeep expense, and there is no doubt that its usefulness is deserving of a

SAN



THIS will mark the one hundred and second time that The Philadelphia Inquirer has said "Merry Christmas" to its readers and advertisers.

Established on June 1, 1829, its first editorial utterance closed with a statement of policy, which down through more than a century of journalistic progress, The Inquirer has adhered to steadfastly:

"Home industries, American manufacture and internal improvements, which so materially contribute to the agricultural, commercial and national prosperity, shall receive our undeviating support."

The Philadelphia Inquirer is far more than a newspaper. In the market which it serves, it is an institution—its splendid history of one hundred and two years merely a background for unique achievements of the present and future.

The Philadelphia Inquirer

Branch Offices: NEW YORK-285 Madison Avenue

SAN FRANCISCO Thos. L. Emory Russ Building DETROIT
John B. Woodward
8-255 General Motors Bldg.

CHICAGO John B. Woodward 360 N. Michigan Av.

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In larger size

beginning February

BEGINNING with the February issue, the new size of Charm will be 9¾" by 12¾" + + the type page 8½" by 11½" + + the paper stock as heretofore English Finish of excellent grade, 55 pounds + + the cover stock will be 100 pounds, a superior printing surface and of exceptional tensile strength.

Typography in the main body of text will be 10 point leaded. There will be one, two, three, or four columns of text as the exigencies of layout may permit.

In the advertising sections the will be four columns to the page.

The magazine will be even merichly illustrated than heretofore, will present photographs of distitution handled in a way to bring the fullest quality of its pictures, will contain in addition illustration by able artists.

Its typography and illustration yield no whit in distinction to a other American periodical.

After six years of publication, Charm, we feel, deserves an extension of its influence.

Beginning with the February issue, we shall take the first step in a program of expansion with an improvement in Charm's dress, typography and format.

Charm for six years past has enjoyed an unique favor with more than 83,000 of the first families of New Jersey. Its circulation is culled selectively and exclusively from New Jersey's better class homes; and Charm has won with this audience a predominant favor.

Charm offers the advertiser a rich, concentrated and homogeneous market, the second richest market in the country in prosperity and purchasing power. It is a market of established homes and quality homes in the making.

To this field Charm offers the shortest and the cheapest route...with a focussed and directed reader interest...exerting an influence in behalf of quality merchandise...fashions, furnishings, foods and other quality products which play a part in the living programs of an exceptional group of more than 83,000 people.

L. Bamberger & Co. Publishing Company

Newark, New Jersey
Office of the Advertising Manager:

19 West 44th Street, New York

sections the to the page. be even me in heretofore. aphs of disting to bring of tits pictures. ion illustration

lillustration stinction to odical. "Increasing Your Sales" through the use of A.W.A. Merchandise Warehouses

3,000 Executives have asked for this Book



Get Yours Free!

WRITTEN for manufacturers and shippers generally, this booklet will be of great interest to your sales manager and to all of your executives who have a hand in your firm's distribution policies.

It describes how the strategic placement of spot stocks in A.W. A. warehouses has enabled hundreds of manufacturers to cut their distribution costs... secure more and better jobbers and dealers... save freight and the expensive operation of branch houses... increase sales and net profit.

It suggests how you may apply this proved distribution method to your own business... enables you to request a marketing survey which will show you just what A. W. A. warehouses can do to make your business more profitable.

A.W. A. Warehouses are located in 189 cities of the United States, Canada, Cuba and Hawaii. They furnish all necessary facilities and services required for the spotstock distribution of raw materials, manufactured articles and service parts of every kind.

Write today for copy of booklet describing the A.W.A. warebousing system. Address the Merchandise Warehouse Division

American Warehousemen's Ass'n. 1817 Adams-Franklin Bldg., Chicago, Ill. very much larger demand. Of course, the greater utility of the automobile has had much to do with the decline of the bicycle; but there is not the slightest doubt that the latter has a very definite place in our transportation scheme and that it would fill that place more adequately and profitably if the facts regarding it were generally known."

Still another man was found who has given considerable thought to the subject of advertising opportunities. It was noted that he wore a cravat pin, and he immediately said that he was the only man among his large circle of friends who still clung to the old fashion. "And yet," he remarked, "the cravat pin is a sensible article of utility. If properly placed, it does not injure the cravat; it holds the knot in place, furnishes a wonderful opportunity for acceptable gifts, and is a decidedly ornamen-Why the tal article of utility. manufacturers let it go out of fashion I am at a loss to understand.

"The trouble with our advertisers is that they are always looking for something new. They forget that it is more expensive to create new business than to hold old business, and as far as men are concerned they misjudge the power of fashion appeal. My company has spent a great deal of money in advertising, and I am convinced that the tie pin could be brought back into favor if it were properly advertised.

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A Market for High Shoes

"You can find similar opportunities in almost every field of manufacture. Take shoes, for instance; the high shoe is as dead as the dodo. Everybody now wears low shoes summer and winter, but there is no logical reason for allowing high shoes to pass almost entirely out of use. For certain purposes they are very much better than oxfords, and every man and almost every woman has need of high shoes if they only knew it.

"The high shoe is far superior for most outdoor sports, for walking, and for several other purposes. Of Of f the to do cycle; ghtest very tation l that profitt were

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walking. oses. Of course, since low shoes are generally more comfortable, it behooves the manufacturers to make the tops of high shoes soft and as pliable as possible. Then it is not enough merely to advise people to wearhigh shoes. To make their advertising effective the manufacturers must educate the people regarding the specific purposes for which high shoes are best.

"But I think one of the most important old articles that is crying out for revival is the sleepy-hollow chair. I inherited one from my father, and I wouldn't take a thousand dollars for it. I have had it repaired a half dozen times, and it is undoubtedly the most comfortable chair ever made. Almost every man and woman who has been in my home has remarked about it, and many of them have asked me where they could buy such a chair.

"The truth is, you can't buy them. At least I have never seen one in a furniture store. Neither have I ever seen one advertised. The manufacturers are all busy trying to find new and uncomfortable chairs to sell, apparently. Yet the old sleepy-hollow is graceful, the ideal chair for reading, for talking, and is an entirely neglected, fine, salable and advertisable article.

"I'm sure that in an hour's time I could think of a dozen products that were once popular and are susceptible to present-day advertising and merchandising. We analyze and test out new products to determine whether they have the factors necessary to present-day merchandising, and if we look around we will find that there are a great many old products that possess these factors in a striking degree.

"Several obsolete industries have been revived in recent years, and with considerable profit. Hence there is no reason why a large range of individual products that were once widely sold cannot be brought back with modern processes and merchandising."

The California Newspaper Publishers Association will hold its annual meeting at Stockton on January 16, 17 and 18.

DEAR GIL:

Will you stop selling for a minute, and listen, while I grouse? It's about the reason why some advertisements get under skins and the great rest of them aren't even ever seen. You see, those that aren't even ever seen cost just as much as those that work hard on every reader. One advertisement is a good advertisement; one is a loafer; both cost the same. What's the sense in that? Well, there isn't any. The advertisements that don't work can't work. They're made to look like ads but they aren't ads. They're pretty; they're ineffective; they're dressed up dudes; they have only the ear marks of good advertising. The reason is that somewhere along the line of preparation there was a let down in experience, in fight, in ability; maybe a total lack of all three. That's what I'm grousing over.... If you ever need advertising, Gil, go get a series that will reach and pull their noses, or make them smile, or make them hungry, or sleepy, or IMPOSSI BLE TO LIVE WITH unless they own the thing you sell.

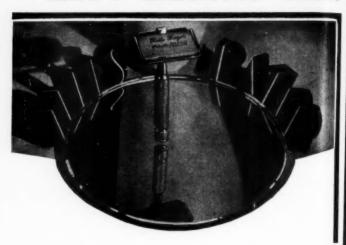


OREN ARBOGUST

· ADVERTISING .

30 N. MICHIGAN AVENUE, CHICAGO

LET'S "DEBUNK" THIS



S a safety razor built to shave with or is it a "give away" to make the recipient a continuous purchaser of packages of blades to swear at?

This is truly the "deadly parallel" and we mean it. We intend to shoot from the shoulder in this advertisement because we believe the advertising fraternity and publishers are big enough and broad enough to accept cold facts and unadulterated truths—and then act accordingly.

There have been a lot of discussions, controversies, threatened law suits and mergers during the past year in the safety rator business— —and when all is said and done it wasn't the rator business at all, it was the blade business.

So, in the final analysis, it isn't a razor that is purchased, but a blade holder that is well paid for in periodic installments for the rest of its owner's natural life purchasing packages of blades that are made by the mile and cut off by the inch.

Incidentally, do you find that these packages of blades last longer than they used to?

The Publishers of a leading national weekly recently refused to allow us to use the phrase—"waste your time and try your patience continuously purchasing packages of blades."—
It's quite natural for them to take this attitude

and it's not hard for you to guess the reason why. Nevertheless, that is what is done day after day by thousands of shavers. We know it—and so do you. In fact a large number of the advertising and publishing fraternity have realized it after they have purchased and used a Rolls Razor for a period of time—even a number of those who have more than a casual interest in competitive items.

Now for our story!

A Rolls Razor is a carefully tested precision instrument, designed solely to give you as fine a shave as you could wish for, and to continue giving them day after day, and year after yest, for many years to come, without making you waste your time and try your patience with in-numerable packages of blades that cost—and cost—and cost.—and cost.

It's complete—the first cost is the last cost. You can pack a Rolls Razor in your kit and spend years in the wilds of Africa, or on the plains of Siberia, without worrying about where to purchase packages of blades.

It's compact—the finely constructed metalplated case contains everything—Blade, Handle, Strop and Hone.

In the final analysis, a razor is only as good as its blade. Just examine the One Blade of a Rolls is a record vise

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SAFETY RAZOR BUSINESS

Rolls Razor and you will be convinced that it is a real rayor blade requiring no springs, levers, or vises to hold it in line.

Made of the finest Sheffield steel, finely tempered and hollow ground, this One Blade has real steel in its backbone that gives it the necessary strength and elasticity to enjoy shaving the toughest bristles and never asking to be thrown in the discard. The One Blade of a Rolls Razor, properly handled, will give you a lifetime of wonderful shaves.

There is only one thing the matter with a Rolls Razor. When compared with the annual cost of packages of good, bad, or indifferent blades, the price is too ridiculously low.

You have probably either purchased or had the druggist give you nearly every other kind of safety razor. We are sorry not to be able to give you a Rolls Razor too. We believe, however, that if you will spend some of your good money for a good rasor you will never regret it-or if you have been one of the many wise men who already own a Rolls Razor you know that it's just about the most everlastingly useful gift you could possibly give to any friend or client you wish to keep.

You will find Rolls Razors for sale in the better shops throughout the world. If your dealer cannot supply you, send check or money order and we will fill your order, postpaid, promptly.

Imperial No. 1 Silver Plate \$15.00 Imperial No. 3 Nickel Plate \$20.00 De Luxe Gold Sets and Travel Kits up to \$45.00

> Lee & Schiffer, Inc. U. S. Distributors

Dept. I .- 305 East 45th St. New York City



- 1. This Compute Case contains the Rolls Razor, the finest of honing stones, a specially prepared cowhide strop, and an automatic honing and stropping device. Compact and complete to the last detail.
- Honing and Stropping is extremely simple. By removing the honing cover, the blade is ready for automatic stropping before shaving; by re-moving the stropping cover, the blade is ready for automatic honing when necessary.
- The Rolls Rayor is simplicity itself! Just the One Blade and its handle that slides easily into place. The blade of a Rolls Rayor is the real secret of perfect shaving. Made of the finest Sheffield steel and hollow ground, this carefully tempered and tested blade accepts and holds a cutting edge not to be excelled by the finest barber's rayor. Properly handled a Rolls Rayor blade will give a lifetime of wonderful shaves.



The ONE BLADE Safety

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he of your clients (takes a notion . . . He wants to sell his goods in Zanzibar and Timbuctoo At once your Research Department hunts under "Z" for data . . . Loads of stuff - but no hard facts, concrete cases, practical experiences ... words, words and words ... Oh, for a real Zanzibarian for or Timbuctoonian in the flesh ... one who has lived there, talks the language of the people . . . AND has sold goods to them! . . . But should your client take the notion to go into the Jewish Market 1 . . . All you need do is ring VAnderbilt 3-5825 ... A member of the Keilson and Waxelbaum organization will come to your office . . . He's a native, lives in the Jewish Community, talks the language of the people -AND for 20 years has been selling them goods through Jewish advertising ... The foremost advertising agencies have found our services the straight line _____ to the Jewish market.

KEILSON & WAXELBAUM, Inc.

Publishers' Representatives

205 East 42nd Street • New York City

Telephone VAnderbilt 3.5825

2 ttoprone Wantelom Good

A complete advertising and merchandising organization representing Jewish newspapers exclusively. 30

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The Jobber as Substitutor

TELEGRAM CINCINNATI

Editor of PRINTERS' INK:
Please send us quickly bibliography on experience of jobbers substituting private brands for nationally advertised items.

PROCTER & COLLIER CO.

BECAUSE of the recent growth of the chains and their attendant efforts to push their private brands, the jobber's role of substitutor has been somewhat underemphasized. As a matter of fact the jobber is still the key to the private brand situation, particularly as the number of voluntary chains built around jobbing houses is increasing.

The jobber's chief reason for substituting is, according to his own statements, his desire to make a fair profit. He claims that he cannot make this profit on advertised brands. He also is seeking exclusive control of as many lines as possible, and with the private

label he can get this.

He has not found his road entirely strewn with roses. There are many disadvantages in private labels except for the most powerful jobbers, some of whom have become large advertisers, either

nationally or sectionally.

The PRINTERS' INK Publications have published 167 articles on this subject since 1914. These articles describe the rise of the present private label strife. A complete understanding of the situation cannot be gained except by a study of jobber, chain and voluntary chain and therefore these articles form an excellent body of material to use in tracing the growth of a movement which today is causing many national advertisers serious concern.-[Ed. PRINTERS' INK.

Appoints Montreal Agency

Casavant Freres, St. Hyacinthe, Que., organ manufacturers, have appointed H. Gonthier, Montreal advertising agency, to direct their advertising account.

G. K. Campbell bas Agency G. K. Campbell has joined the staff of the James G. Lamb Company, Phila-delphia advertising agency. He will be in charge of art and copy. Alexander and Rothacker Film Companies Combine

The Alexander Film Company, Colorado Springs, producer and distributor of short length motion picture advertising films, and the Rothacker Film Corporation, Chicago and New York, producer and distributor of industrial educational motion pictures, have completed arrangements whereby the two companies will combine their alex properties now. will combine their sales promotion, production and service efforts. The Alexander organization at Colorado Springs will also consolidate sales, service and production efforts with the Rothacker headquarters at Chicago and New York. The two companies will retain their corporate identities, with each functioning as a separate company with merged

Directors and officers of the Rothacker Film Corporation will be: Douglas D. Rothacker, president; J. Don Alexander, vice-president; H. Rhea Elwell, secretary and treasurer, D. M. Alexander and R. A. Duncan. The new Rothacker board of directors will be controlled by board of directors will be controlled by the Alexander Film Company. Douglas D. Rothacker will become a vice-presi-dent of the Alexander Film Company.

Now Radio Science Publications, Inc.

Following a re-organization of the corporation formerly known as the Mackinnon-Fly Publications, Inc., and Subsidiary Companies, publishers of Radio News, Science & Invention, Amazing Stories, Screen Book, Complete Novel and Complete Detective Novel, the name of the corporation has been changed to Radio Science Publications, Inc. Offices of the corporation are at 381 Fourth Avenue, New York.

Blanchard-Nichols-Coleman and Johnston, publishers' representatives, Chi-

ston, publishers' representatives, Chicago, have been appointed Western advertising representatives of Radio News, Science & Invention, Amazing Stories

and Screen Book.

W. S. Gouled with Burton-Nelson Agency

William S. Gouled, formerly with the American Hebraw, New York, and the Emanuel Linder Advertising Agency, also of that city, has joined the New York staff of the Burton-Nelson Company, Inc., advertising agency.

To Direct Boston "Financial

News" Advertising
Cleaveland A. Chandler, head of the
Boston advertising agency which bears
his name, will act as director of advertising of the Boston Financial News. He will also continue to conduct his advertising business as before.

Death of E. A. Wheatley E. A. Wheatley, for many years advertising manager of the Chattanooga Medicine Company, Chattanooga, Tenn., died recently at that city.

New York's Police Use Full Pages to Fight Prejudice

Bluecoats Take Large Newspaper Space to Uphold "the Honor of the Force"

By Joel Lewis

EVERY daily and foreign-language newspaper in the city of New York, as well as newspapers in other leading cities of that State, carried last Friday, a full-page advertisement addressed "to the Good People of the City of New York." This advertisement ran over the signature of the Patrolmen's Benevolent Association, Inc., an organization of which each of the 16,599 patrolmen in the city is a member.

The advertisement strikes a novel chord in police advertising. While one method of advertising by the police has been designed to prevent or curb crime—a glance at the files of PRINTERS' INK indicates that this type of advertising has been utilized to quite an extent in the past—this present campaign found inspiration of an entirely different nature. Whereas former campaigns were distinguished by their aggressiveness, the current campaign is strictly defensive in

It is an attempt to counteract an adverse public state of mind that has grown out of the many scandals and accusations of policemen during the recent and still current court trials in New York City. These accusations have resulted in the demotion of several patrolmen and detectives. They have received an enormous amount of publicity, being of the stuff of which headlines are made.

tone.

Naturally all this has reacted unfavorably for the police. Investigation uncovered that many individual patrolmen bitterly resented the growing prejudice of the public toward them. They reasoned that it was unfair to the overwhelming majority of policemen. Their discussions culminated in a decision—the decision to advertise.

So at the regular meeting of the

association, held on December 9, the patrolmen unanimously voted to fight back, not with bullets, but with printer's ink. Their problem was one of mass attitude; it called for an appeal to mass psychology.

The advertisement minces no words as to its purpose. This is unequivocally set forth in the very first sentence as follows:

published Recent reflections upon the integrity of members of the police force appearing in the editorial and news columns of the press prompt us, as representatives of the 16,599 patrolmen, to place before you certain facts, careful consideration of which will enable you to better understand the reaction of those patrolmen to the barrage of departmental criticism in connection with the alleged shortcomings of less than one quarter of one per cent of their number.'

With such a firm start, the advertisement launches into a defense of the character of the New York policeman. Pointing out the complexity of the great metropolis and the concomitant difficulties involved in keeping it free from crime, it proves, by the very number of sacrifices, the willingness of policemen to carry out their oaths. The copy then characterizes the average patrolman as a law-abiding citizen; "a man of family with all the ideals that cluster around the very best traditions of our nation, state and city.'

The advertisement concludes with a forceful, human argument. "In all groups of men," it states, "whether ordained to the service of God or selected for state or business purposes, there may be a few who have been unable to resist the temptations of the moment. But to condemn a Church or a state or a business for such violations of trust when there are thou-

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Legmen of Gilman, Nicoll & Ruthman tell us a ** page is 'nuf space to tell space buyers about this splendid, lively newspaper, the

JERSEY OBSERVER that covers Jersey City, Hoboken, Union City and 5 towns in Hudson County, New Jersey.

We just added the white out of vanity for the

Jersey Observer

Store Equipment

Sellers of any of the many items of equipment and supplies used in the big department stores and specialty shops will find material of direct importance to them in "The Marketing of Store Equipment and Supplies."

Copies sent upon request. Please address the Advertising Department.

RETAILING

The Fairchild Weekly of Modern Methods of Distribution

8 East 13th St., New York

Typography

serves us best this week by helping us extend to our many friends the season's greetings.



ADVERTYPE

Co., Inc. : Typographers 228 East 45th Street, New York Phone: VAnderbilt 3-0364-5-6-7 Advertupe Your Advertising

sands of conscientious individuals carrying on those institutions would be unthinkable. . . . it is equally unthinkable to link even indirectly by innuendo the thousands of patrolmen efficiently doing the city's most important and perilous work with the allegation concerning a few of his comrades who are still

to have their day in court."
Thus are New York's finest upholding their traditions.

Boyle Succeeds Brewer at New York "World"

J. Mora Boyle, who has been manager of local advertising of the New York Morning World, has been appointed manager of national advertising of the morning, evening and Sunday World.

He succeeds John Brewer, who has resigned to become a partner and vice-president of Small, Spencer & Levings, publishers' representatives, Chicago and New York. Mr. Brewer will make his headquarters at the New York office.

Jean Patou Appoints Albert Frank

Jean Patou, Inc., New York, American importing company for perfumes of Patou of Paris, has appointed the New York office of Albert Frank & Company, advertising agency, to direct its advertising in the United States and Canada.

Aircraft Account to Earle Ludgin Agency

The Heath Aircraft Corporation, Chicago, manufacturer of light planes, including the Heath Parasol, has appointed Earle Ludgin, Inc., advertising agency of that city, to direct its advertising account. tising account.

L. R. Amis with Erwin, Wasey Lewis R. Amis, formerly with L. Bamberger & Company, Newark, N. J., and, at one time, publicity manager of the Newark Chamber of Commerce, has joined the radio department at New oYrk of Erwin, Wasey & Company, advertising agency.

Joins Blanchard-Nichols-Coleman-Johnston

Harold W. Ragland, formerly with Tower Magazines, Inc., has joined the Chicago staff of Blanchard-Nichols-Coleman-Johnston, publishers' represen-

Glue Account to Fox & Mackenzie

The Perkins Glue Company, Lansdale, Pa., manufacturer of vegetable and casein glue, has appointed Fox & Mackenzie, Philadelphia advertising agency, to direct its advertising account. duals vould ually rectly f pa-

QUIGLEY PUBLISHING COMPANY

MARTIN QUIGLEY, PRESIDENT

ANNOUNCES THE CONSOLIDATION OF

EXHIBITORS HERALD-WORLD and MOTION PICTURE NEWS

TOGETHER WITH THE ACQUISITION OF

EXHIBITORS DAILY REVIEW and MOTION PICTURES TODAY

THE CONSOLIDATED WEEKLY PUBLICATIONS-EXHIBI-TORS HERALD-WORLD AND MOTION PICTURE NEWS-COMBINING THE PUBLISHING RESOURCES OF THE TWO INSTITUTIONS. WILL. AT AN EARLY DATE, BE ISSUED UNDER THE TITLE

MOTION PICTURE HERALD

EXHIBITORS DAILY REVIEW AND MOTION PICTURES TODAY THE LEADING DAILY NEWSPAPER OF THE MOTION PICTURE INDUSTRY. WILL BE CONDUCTED BY ITS PRESENT SUCCESSFUL MANAGEMENT. STRENGTHENED BY THE PERSONNEL AND RE-SOURCES OF THE QUIGLEY PUBLISHING COMPANY, AND WILL BE ISSUED AT AN EARLY DATE UNDER THE TITLE

MOTION PICTURE DAILY

565 FIFTH AVENUE, NEW YORK

DECEMBER 15, 1930

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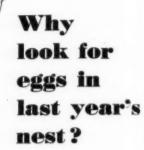
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agency,



Chemical engineers—the men who control your sales to the Process Industries—don't sit on the same job a life-time. They are too much in demand.

They shift from industry to industry . . . in this closely related group . . . labeled with a variety of titles, from superintendents to presidents. In selling these men, consequently, the equipment salesman frequently finds that he is looking for eggs in last year's nest—the chemical engineer he used to sell having flown to another job.

But there is one way to throw a net over all of them—and the equipment manufacturers who know what's what about selling the Process Industries are doing that very thing. They are advertising in "Chem & Met" . . . because chemical engineers pay money to have "Chem & Met" follow them wherever they go.

It is good business to take the shortest way to so vast a market.

Chemical & Metallurgical Engineering

A McGraw-Hill Publication

Tenth Avenue at 36th Street New York, N. Y. 1930

Upon What Shall We Base Our 1931 Sales Quota?

(Continued from page 8)

branches. In this division of our business we lay out a budget of expenses estimating the number of units we must sell in order to break even. We then estimate the amount of business we must do to secure our desired percentage of net profit. The year's quota is thus based upon a normal increase over the percentage of profit gained during the previous year. The quota is divided into twelve monthly periods, according to the percentage of business done in each month, based upon the average seasonal curve which has existed in the industry since its inception."

In making their 1931 plans, regardless of how they look upon the quota proposition, live sales executives are of course going to give due consideration to the pres-

ent depleted inventories in almost any line of business you can name.

"There is business in practically all lines if you go after it," says Mr. Preyer of the Vick company. "I have just returned from a trip in which I covered eight or ten cities of varying sizes, including some calls on country and smalltown dealers. I was simply amazed at the extremely low inventories carried by jobbers and retailers.

"To my mind this means just one thing: that before long consumers are going to increase their purchases either from necessity or due to the urge of well directed advertising. This, in turn, is going to cause the retailer and the jobber to add to their stocks in a large way."

On the basis of what he found out on his trip, therefore, Mr. Preyer feels that any company using the quota system should figure its quota on a "good business" expectancy and go after it.

Encouraging words those—as is also a statement by A. L. Miller,



THERE ARE TWO SIDES TO EVERY PACKAGE

√ Sale ✓ ✓ Re-Sale

Now, without affecting the sales appearance of your container, the back may be utilized for effective Repeat Selling. How? A completely confined folder — attached permanently to the outside of your container—by standard labeling machines at usual production speeds — opened readily by the consumer—and easily re-confined for reference during the life of the product.

OUTSERTS

OUTSERTS

The Outsert idea brings to many products the possibilities of Package Advertising for the first time—for insert users it cuts out the high percentage of waste.

No Executive can report to his Board a complete knowledge of the most economical sales possibilities until he has made an actual test of this new repeat medium.

Write for prices and dummies suitable for your bottle, can or carton.

OUTSERTS, Incorporated
51 Madison Ave. New York City
Patents pending



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rush

Being a conscientious and rather patient lot we are still old-fashioned enough to believe that 'rush' means a closing date to eatch, a schedule to make. And we try like blazes to help get it through without skimping on the job—without hiding when we see the ad in print.

SCHMIDT & LEPIS
Fine Typography

VANderbilt 8874 228 E. 45th New York

PUTS IN YOUR SALES PROMOTION

In their most successful campaigns leading national advertisers are including imprinted toy balloons—PLUS a "Perfect" sales promotion plan. More than ten years' experience proves that it pays.

"Perfect" service includes complete execution of a plan built to fit your particular sales program. If your product is retailed through dealers, we can help your dealers boost sales.

Write for the facts. They're interesting.

The PERFECT RUBBER CO.

Mansfield, Ohio

Est. 1919

president of the Willys-Overland Company. O. A. Mather, a financial writer for the Chicago Tribune, quotes Mr. Miller as saying that of 7,000 cars now in the stocks of dealers there is an average of only 1.6 per cent cars per dealer, the lowest in ten years.

Why worry about finding a possible base for the year's activities? If one goes out and sells all he possibly can, looking ahead rather than backward, the chances are he is not going to have anything to regret as regards past records.

M. M. Zimmerman to Address Shoe Retailers

"The Advantages Which the Independent Retailer Has Over the Chain Store," will be the subject of a discussion at the annual convention of the Middle Atlantic Shoe Retailers Association at Atlantic City on January 20. The speaker will be M. M. Zimmerman, whose series of articles, based on a chain store survey, are appearing in Painters' Ink.

New Accounts to Lyddon, Hanford & Kimball

The Rochester Circulator Company, Rochester, N. Y., has appointed Lyddon, Hanford & Kimball, Inc., advertising agency of that city, to direct its advertising account.

agency of that Cay, to an activities account.

Robert A. Bernard, manufacturing chemist, also of Rochester, has appointed Lyddon, Hanford & Kimball to direct the advertising of Saf-T-top and Saf-Fast.

New Account to MacDonald-Cook Agency

The Flint & Walling Manufacturing Company, Kendallville, Ind., manufacturer of Hoosier water systems and F. & W. Star Windmills, has appointed the MacDonald-Cook Company, South Bend, Ind., advertising agency, to direct its advertising account. Magazines, business papers and farm papers will be used.

L. A. Lewin with Mayers Agency

Laurence A. Lewin, formerly sales manager of the Brownstein-Lewis Company, Los Angeles garment manufacturers, has joined The Mayers Company, Inc., advertising agency of that city.

Joins Bruce Daniels Agency

J. P. Scyster, formerly in the advertising department of the Emery, Bird. Thayer Company, Kansas City, has joined the staff of Bruce Daniels, Advertising, Los Angeles, as manager of production.

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BRE'S **Your Market** \$128200 Per Capita TO SPEND

> . . . Syracuse . . . a rich market . . . 10th city in all the United States for per capita money to spend . . . \$1,282,00.

> Central New York's only morning newspaper . . . The Post-Standard . . . efficiently and economically covers this enormous wealth in this (not to be overlooked) market most effectively. Our representatives will give you the true picture and its possibilities.

THE POST-STANDARD

NEW YORK DETROIT CHICAGO



PHILADELPHIA BOSTON SAN FRANCISCO

PAUL BLOCK & ASSOCIATES

Representatives

Daily over 60,000

Sunday over 70,000

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WE desire to announce a complete reorganization of the corporation formerly known as the MACKINNON-FLY PUBLICATIONS, INC. and Subsidiary Companies, publishers of

SCREEN BOOK SCIENCE & INVENTION RADIO NEWS AMAZING STORIES COMPLETE NOVEL COMPLETE DETECTIVE NOVEL

and a change of name to

RADIO-SCIENCE PUBLICATIONS, INC.
381 Fourth Avenue New York City

WALTER Z. SHAFER

LAURENCE A. SMITH

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President

Treasurer

GUY L. HARRINGTON Vice-President and General Manager

Western Advertising Representatives
BEANCHARD-NICHOLS-COLEMAN and JOHNSTON
Palmolive Bldg., Chicago, III.
for Radio News, Science & Invention,
Amazing Stories, and Screen Book.

8, 1930

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FARM PAPER SUMMARY FOR NOVEMBER

COMMERCIAL ADVERTISING LINEAGE

Exclusive of house, livestock, baby chick and classified advertising)

MONTHLIES

	1929 Lines	1930 Lines
Country Gentleman	55,143	45,689
Successful Farming	26,489	19,953
California Citrograph	18,919	19,486
Capper's Farmer	25,046	†18,577
Florida Grower	12,043	14,177
Southern Agriculturist.	18,569	14,065
Breeder's Gazette	20,002	13,973
Poultry Tribune	13,726	11,888
Farm Journal	17,981	11,762
Country Home	13,696	11,345
Iewa Farmer & Corn		
Belt Farmer	3,249	5,475
Amer, Fruit Grower	4,868	5,064
The Florida Farmer	5,725	4,876
New England Dairyman	7,052	4,045
American Farming	4,601	3,902
Better Fruit	4,756	3,831
National Live Stock		
Producer	4,121	3,642
The Bureau Farmer	5,657	3,212
Farm Mechanics	4,145	3,103
Farmers' Home Journal	1,130	2,138
Totals	66,918	220,203

*Two Issues.

†Smaller Page Size.

SEMI-MONTHLIES

	1929	1930
	Lines	Lines
Dakota Farmer	31,286	24,630
Progressive Farmer &		
Southern Ruralist *	27,128	24,480
Hoard's Dairyman	29,537	21,842
Okla. Farmer-St'kman.	24,375	20,655
Mentana Farmer	19,456	16,038
Missouri Ruralist	24,823	13,909
The Arizona Producer.	8,927	\$12,785
Western Farm Life	13,509	12,719
Utah Farmer	12,707	10,468
Southern Planter	14,867	8,488
The Illinois Farmer	15,087	7,201
Arkansas Farmer	3,665	5,622
Missouri Farmer	3,883	4,738
Southern Cultivator	1,999	1,941

Harger Page Size.

*Five issues.

Conditions Favor the Livestock Owner



Livestock is Holding its Advantage

Other Commodities have dropped in value faster than has livestock. Livestock will buy as much in terms of other goods as ever. Thus, the buying ability of livestock owners today is comparable with other years. You advertise to the best when you advertise in Breeder's Gazette.

BREEDER'S GAZETTE

Purebred Record Building Union Stock Yards Chicago

Representatives:
STANDARD FARM PAPERS
DAILY NEWS BUILDING
CHICAGO

WALLACE C. RICHARDSON, INC. 250 Park Ave., New York City

Openings for

Advertising Representatives

Aggressive, with knowledge of advertising and marketing principles. Access to national and sectional advertisers and agencies. Whole or part time service on commission basis. Work relates to established medium offering lucrative returns. Large national coverage. Openings in major cities, east, central Detail and coast. your experience. Indicate choice of location.

Address "X," Box 241, Printers' Ink.

WEEKLIES (Five Issues)

1929 Lines	1930 Lines
Wallaces' Farmer & Iowa	
Homestead 60,745	37,306
The Farmer-Farm, Stock	
& Home 52,049	36,525
Prairie Farmer 47,212	32,241
Nebraska Farmer 43,950	30,855
Pennsylvania Farmer. 32,378	30,826
California Cultivator 38,591	30,305
Wisconsin Agriculturist	
& Farmer 49,426	28,590
Ohio Farmer 34,991	28,122
Pacific Rural Press 34,665	28,091
Kansas Farmer, Mail &	
Breeze 35,489	26,310
Farm & Ranch 31,353	24,836
American Agriculturist. 26,795	23,849
Michigan Farmer 32,196	22,665
Rural New Yorker 27,469	22,389
New Eng. Homestead 31,415	20,921
Washington Farmer†21,844	†19,348
Oregon Farmer †20,225	†18,420
Idaho Farmer †20,202	†17,725
The Farmer's Guide 28,580	17,248
Dairymen's League	
News 5,736	15,594
Totals	502,166
FARM NEWSPAPERS	
(Four Issues)	

	1929 Lines	1930 Lines
Cansas City	Weekly	
Star	33,211	23,068
Dallas Semi-Wee	kly	
Farm News	***************************************	7,738
Totals	43,620	30,806
*Five Issues.		

Grand Totals...........1,217,098 938,691
(Figures compiled by Advertising Record Company)

Motion Picture Group to Study Current Advertising

James P. Cunningham, of the Motion Picture News, New York, has been appointed chairman of a committee on research in graphic arts of the Association of Motion Picture Advertisers. This committee is launching a campaign to gather specimens of outstanding advertising and commercial printing in order to study current trends in color work, typography and paper. An invitation has been extended to all organizations in the printing craft trade to submit material.

1930 Lines

8, 1030

37,306

36,525 32,241 30,855 30,826

30,305 28,590 28,122 28,091

26,310 24,836

23,849 22,665 22,389

20,921 119,348 118,420 †17,725

17,248 15,594

502,166

1930 Lines

23,068 7,738

30,806

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Study

Motion been ape on resociation 3. This paign to g adver-in order or work,

ation has ns in the material.



The Kalamazoo Stove Co. has used keyed copy in this medium for many years. The present schedule includes several back covers in two colors.

most prosperous farm homes in the

There must be merit in a medium which can win and hold the confidence of successful advertisers.

The Dairy Paper of The New York City Milk Shed

NEW YORK II West 42nd Street R. L. Culver, Bus. Mgr. Phone Pennsylvania 4760

East.

CHICAGO 10 S. La Saile Street John D. Ross Phone State 3852

Sample Copy

and Rate

Cord

RINTERS'

A YOURNAL FOR ADVERTISERS Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.
OFFICE: 183 MADISON AVENUE, NEW YORK
CITY. TELEPHONE: ASHLAND 6500, President
and Secretary, J. I. Romer. Vice-President,
R. W. Lawrence. Treasurer, David Marcus.
Sales Manager, Douglas Taylor.

Chicago Office: 231 South La Salle Street, Gove Compton, Manager. 87 Walton Street, Atlanta Office: 87 W. GBO, M. KOHN, Manager.

St. Louis Office: 915 C. A. D. McKinney, Manager. 915 Olive Street,

Pacific Coast: M. C. Mogensen, Manager, San Francisco, Los Angeles, Seattle, Portland, Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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Andrew M. Howe Eldridge Peterson Don Masson E. B. Weiss Thomas F. Walsh H. W. Marks Allen Dow

A. H. Deute, Special Contributor Chicago: G. A. Nichols Frederic Read Philip H. Erbes, Jr. London: Thomas Russell

NEW YORK, DECEMBER 18, 1930

Reason Why It has been many vears since "rea-Copy son why" ranked as a prominent feature in adver-

tising copy discussion. If such an intangible may be bracketed with specific dates, it might accurately be said that "reason why," as a school of copy, saw its heyday in 1921. Since then the school has languished until nothing much is left of it as a distinct entity.

"Reason why" does not, of course, gain nourishment from eras of prosperity. But strangely enough, it appears not to have staged any noteworthy or even noticeable comeback during the last year. Not at any rate in manufacturers' consumer advertising.

Retailers' advertising copy, how-ever, has gone "reason why" with a vengeance. True enough, the a vengeance. "reason why" most prominently featured is price; nevertheless, there is no blinking the fact that have recognized retailers smartness in copy is passé today and that they are filling their advertising with what they construe to be sound "reasons why."

Will manufacturers' consumer advertising do well to follow suit in 1931? It is odd, when one seeks an answer to that question, to find that those few who are discussing "reason why" copy are pointing as a model to the advertising of one who for years was an ardent non-believer in advertising. We refer to the late and current advertising of the Ford car.

With few exceptions, Ford advertising has been "reason why' in every line, in every picture. There has been little, if any, of the glowing generality for which automotive advertising has been d. Instead, the advertising hammered home, in plainly noted. worded, easily absorbed and therefore convincing style, the "reasons why" a Ford serves certain specific transportation needs.

It would scarcely be sensible to assert that all advertising ought to be based on the "reason why formula. Most certainly the objectives and the problems of manufacturers vary widely. And yet it may very well be that a little "reason why" would serve as an excellent seasoning in preparing the advertising dish that manufacturers are about to serve for the edification of the consumer of 1931.

In the pay-roll Everyone he is listed as a cable splicer. But Salesman Raymond Rauch, an employee of the Illinois Bell Telephone Company, may be a better salesman than he is a cable

splicer. For since April 1, he has turned into headquarters a total of ninety-nine prospects, fifty-nine of whom have been sold.

Raymond Rauch is one of thousands of employees who have been co-operating in a campaign conducted by the Illinois Bell Telephone Company that has as its goal the sale of at least one telephone station by each employee between October 15 and December During this campaign period

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3,797 employees made a grand total of 9,073 sales.

"What better proof," asks the company's house magazine, in commenting on this record, "that regardless of 'depression,' there's still 'business' for those who believe in the value of the thing they're selling, and who are willing to tell the world about it and get that business."

"Everyone a Salesman" is the slogan the company has adopted for this campaign. It is an idea that can be used in other organizations. For example, it is a long cry from a telephone company to a distributor of coal, lumber and allied products. Yet this same thought of "everyone a salesman" was applied by the Comfort Coal-Lumber Co., Inc., with results that are little short of remarkable. The story was told in the October 30 issue of Printers' Ink under the title: "We Put Our Whole Or-

the Next
Depression?
just as we are beginning to hope that we are getting over that which we have at present. However, the headache figure of speech being good, it might be well to point out that a man troubled with any chronic ill usually goes to a doctor to see what can be done about it.

ganization to Work Selling.'

Just the other day we heard a gloomy executive tell how his company has packed its library in hoxes and fired all the library staff, how it has let out fifteen salesmen and fourteen men in the export department, how it has done all the other sad things that seem to be necessary in times of curtailment. Not one word, however, did he speak about what measures his company is taking to guard against all these things happening again.

At present it is quite natural that a lot of high-powered brain-work should be applied to the immediate problems of expediency, to those problems that have to do with recovery. It is well that this type of thinking should be popu-

lar today. It is not so well that there is so little brainwork being applied to the elimination, or at least partial elimination, of those factors that were most prominent in causing our present difficulties.

Already we begin to hear manufacturers talk fondly of increasing volume with no thought of where the brakes should be applied—although volumania was one of the chief causes of the slump that started a year ago. In other quarters executives are dusting off the memorabilia with the idea that as soon as things get better they can again apply the old high-pressure methods that went so well in 1928 and 1929. Few executives are coldly analyzing this memorabilia with the idea of finding out where they were wrong and how to correct their mistakes.

Just for a change, let's begin to worry a little about our next business headache before we begin to feel its first warning twinges.

Ten-Dollar Words

"psychology," which he said was a ten-dollar word until recent years—a word that would have been used only in a learned gathering. But now, the speaker continued, it is a fifty-cent word on everybody's

We wonder if this consorting so familiarly with strange words may not lead folks into unfamiliar paths where the going is rougher and the goal is not the goal originally aimed at. There is much talk about psychology in business, merchandising, marketing data, etc.—all good in their place, but after all they are ten-dollar words.

And so many of us have not learned the simple words of business—the A B C's such as honesty and hard work. Every day, however, it becomes more apparent that these short and homely words are of the sort that business must learn and heed if it is to go ahead. They will still pass as good coin ten thousand years from now, but long before then there will be new psychologies of business, new complexes, new ten-dollar words to chew upon.

The Name of Paul Revere's Horse the guests who was sitting next to Charles Lawrance, the aviation engineer, at a dinner to Lindbergh. During the ovation to Lindbergh, the guest leaned over to the engineer and said, "It seems to me that you ought to get some of this recognition, for after all it was your motor that got the lad across." Lawrance replied, "Who remembers the name of Paul Revere's horse?"

This anecdote was related by Stanley Resor to Yale undergraduates in the course of a lecture sponsored by the Paul Block Journalism Foundation. We repeat it because, in simile, it has several applications to advertising.

It carries a moral for those who are endeavoring today to single out some one phase of their past advertising activities and give it credit or discredit for getting them where they are, as the case may be. If they have made progress they need to be careful in attempts to economize by concentrating on any one element. They need to remember that it was only part of a formula that yielded results.

To be dogmatic in determining what contribution has been made by each form of advertising expression used is as futile in results as trying to find out the name of Paul Revere's horse.

The Fallible Dollar

Who realize that as merchandise moves off retail shelves into consumption, so moves business.

Retail sales are being searchingly scanned these days by those that as merchandise moves of retail shelves into consumption, so moves business.

There is always present, however, the possibility—even the probability—that in analyzing figures of retail sales one may overlook the fact that the dollar is a most fallible sign-post.

For example, a retail store which reports a decrease in dollar sales of even as high as 10 per cent may actually be selling more units or more total tonnage, than it did in the comparable period last year.

Inasmuch as it is the *volume* of merchandise that is passing into consumption, and not the *money value*, that is of prime significance, this point is of the utmost importance.

The Great Atlantic & Pacific Tea Company, in its commendable effort inaugurated this year to inform business how merchandise is moving into consumption, has taken particular effort to avoid confusion in this respect. Its latest report analyzes sales for November and for the first eleven months of the This analysis shows an increase in dollar sales for the first eleven months of 4.3 per cent, but an increase in tonnage of 10.5 per In November dollar sales decreased 4.6 per cent, but tonnage increased 4.9 per cent, as compared with November of last year.

In studying figures of retail distribution it would be well to bear in mind a statement recently issued by the National Retail Dry Goods Association. This statement, based on figures obtained from member stores located throughout the country, pointed out that the decline in retail prices of 800 items sold by these stores, as compared with 1929, was 20.46 per cent.

In this connection it is interesting to observe that reports of department store sales in dollars do
not show a drop of anywhere near
20 per cent. Some of the most
important retail outlets are distributing just as much merchandise
today as ever before.

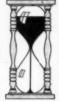
Whether this merchandise is being moved at a profit either to manufacturer or distributor is quite another matter. The big point is that merchandise is finding its way into consumption at a surprisingly rapid pace, everything considered, and that production has slowed down to a much greater degree than consumption. One result, to mention a single-and undoubtedly exceptional-example, is the automobile industry, with some of the manufacturers reporting that their dealers average less than one car per showroom.

Cor

also

When merchandise is consumed faster than it is made, a turn for the better cannot be far away.

BEGINNING 1931 • RIGHT



Living the M Good Life

Physical Culture Magazine is a primary medium for all advertising concerned with well being.

Advertisers are becoming increasingly aware of the fact that this magazine reaches a key market of health-conscious readers.

Within the past sixty days advertising contracts have been received from the following prominent advertisers. Each is telling the story of health.

Shredded Wheat

Lever Brothers

Lehn & Fink, Inc.

Kotex Company

Cleanliness Institute

Cocomalt

Absorbine, Jr.

Selby Shoe Company

American Chicle Company

Sloan's Liniment

Floridagold Citrus Corporation

Contract renewals from other important advertisers for 1931 have also been received.

If you are selling a product appealing to the art of living well, your advertising too, should be in Physical Culture Magazine.

CULTURE PHYSICAL MORE THAN 300,000 FAMILIES Live BY IT

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Advertising Club News

Chicago Newspaper Representatives Re-Elect Officers

P. L. Henriquez, Western manager of the St. Louis Post-Dispatch, was reelected president of the Newspaper Rep-

resentatives Asso-ciation of Chicago at the annual meeting last week. Re-elected also were Sylvester Blish, of the John Budd Company, as vice-president: Berry Stevens, of Howland & Howland, as secretary; and H. E. Scheer-er, of Scheerer, Inc., as treasurer.
J. B. Shaw, of
John B. Woodward, Inc., was
elected to a oneyear term on the board of directors and Elmer De-Clerque, of Henry



P. L. Henriquez

DeClerque, Inc., was elected to a two-year term. H. A. Koehler, of the Rod-ney Boone Organization, was re-elected to the board.

Must Reduce Cost of Manufacturing Orders

Willard Chevalier, publishing director Willard Cheater, punsaning of the Engineering News-Record and Construction Methods, addressed the Technical Publicity Association, New York, at its monthly meeting held at that city on December 10. His subject was "What Price Orders?"

Mr. Chevalier opened his talk by stat-ing the premise, "Profit is the primary motive of any growing business."

motive of any growing business."
There are two products of any business, he explained: First, the product itself, and second, orders for that product. Selling is simply the manufacturing of orders. The cost of manufacturing products, he stated, has in most cases today been cut down to the lowest possible point. Additional profit in the future must come from cutting the cost of selling, or in other words, from increased efficiency in the manufacturing of orders. Just as the lowered cost of manufacturing products has come about through increased efficiency, so must low-ered selling costs now be brought about ered selling costs now be brought about through the skilful selection and use of selling tools. Advertising. Mr. Chevalier pointed out, is the tool which reduces the cost of manufacturing orders. "Advertising," he said, " is an investment in a market, just as there must be, in every business, an investment in a product."

The speaker went on to enlarge upon his subject with the aid of lantern slides, showing in detail the advertising methods

showing in detail the advertising methods used by various industrial advertisers during the last year and proving the value of advertising as a selling tool.

Leslie M. Barton Addresses Six Point League

The importance of statistical informa-tion to be used in educating the adver-tiser to the value of newspapers as a medium was stressed by Leslie M. Bar-ton, managing director of the 100,000 Group of American cities, in a talk he Group of American cities, in a talk he made last week before the Six Point League at New York.

Taking his cue from a recent article PRINTERS' INK by Rossiter Holbrook which deplored the excess amount statistics being supplied by mediums, Mr. Barton stressed the importance of facts as being the means by which the value as being the means by which the value of a medium and its rates are determined. The presentation of these facts, Mr. Barton pointed out, need not be a dry process. "If dry facts are converted into news facts," he said, "they will be gladly accepted." We need to present information to the process.

accepted." We need to present information about our medium and markets, he
further pointed out, because we are naturally inclined to overlook the fact that
everyone doesn't know our business and
our story as well as we do.

The other point which Mr. Barton
stressed was that in these days newspaper
advertising men would do well to read
their papers. Mr. Barton explained what
he meant in this statement by reading
clippings which he had collected recently
in reading through newspapers. One
item referred to a news report that the item referred to a news report that the Kellogg Company was increasing its advertising for 1931. Another told of the huge sums being released at this time by hands in the state of the sum nuge sums being released at this time by banks in payment of Christmas fund savings. "There is business to be had, if you know how to go out after it," said Mr. Barton while reading some of these clippings, "but the methods of 1929 won't do this year."

Magazine Group Hears Talk on Quality of Circulation

One hundred and ninety-four members One hundred and ninety-four members of the Magazine Club and their guests heard Dr. Daniel Starch talk on quality of circulation on December 15, at the Hotel Roosevelt. Present as guests of the Magazine Club were the Magazine Division of the New York Advertising Club and a number of advertising agency space buyers.

Dr. Starch, introduced by Oliver B. Merrill, of The American Boy, told about the start of his circulation studies for the American Association of Advertising Agencies in 1924 and pointed out that the present was the fourth of these that the present was the fourth of the studies. With a series of charts the speaker showed how these studies are setting qualitative as well as quantitative standards for present-day circulation.

Heads Milline Club

R. S. Nicholson, of the San Francisco office of M. C. Mogensen & Company, Inc., has been elected president of the Milline Club, junior advertising organization of San Francisco. George Grafft, of the San Francisco News, was elected secretary-treasurer.



you remember

.... your old text-books?

No wonder your head began to nod when you tried to read them. No one had "wasted" a penny to make them attractive to the eye.

Metal Progress has set an entirely new standard in technical publishing. It is the first industrial paper to take full advantage of modern page design, typographical knowledge and illustrative art. Starting free from any heritage of past practice or habit, it is a book conceived, planned and produced wholly from the reader's viewpoint.

Its success has been instantaneous.* Advertisers, as well as readers, have discovered the increased appeal of a publication which makes the physical act of reading a conscious pleasure. It is one reason why shrewd advertisers of materials and equipment used in the production, selection, fabrication, treatment, welding and handling of metals are making

METAL PROGRESS the spearhead of 1931 advertising campaigns in the metal industries

If you haven't seen Metal Progress—the key publication of the metal industries—write for a copy today. There's no obligation. Look it over, study it, then you'll know why Metal Progress readers are so enthusiastic about their publication—you'll know why your advertising message in Metal Progress will receive 100% reader attention.

*Do Readers Appreciate Metal Progress?

Read these volun-

"Fills a real need". "A corker". "In corker". "Most outstanding technical magarine". "Very easy to read". "The layout, typography and general appearance are certainly something to be proud of". "Breathes efficiency and impressiveness". "Sets a new standard for sechnical journals."

METAL PROGRESS

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Little Schoolmaster's The Classroom

'HE Retail Merchants' Association of San Francisco has worked out a newspaper and directmail campaign designed both to cut down the number of returns of merchandise and to induce women to make any necessary returns within four days after purchase. Up in Boston, certain retailers have been quite active in formulating plans with similar ends in view. In several other cities, similar activities are under way.

This problem of returned merchandise is becoming distinctly alarming. In San Francisco, for every 350,610 items sold, 45,732 are returned. Returns on women's and misses' ready-to-wear average 26.3. The average cost of returnsif such a thing can be averaged—was found to be about 39 cents by the San Francisco merchants. It is estimated that returns cost the retail stores of San Francisco \$4,000,000 annually, not including

mark-downs.

Duplicate those figures for all cities throughout the country-and San Francisco is typical-and the immensity of the problem becomes apparent. Advertising that appeals to the innate sense of honesty and fairness of the consumer is undoubtedly one answer to the problem. However, there can be no disputing the fact that poor selling back of the counter is an important

contributing factor.

In other words, education of the retail clerk must go hand in hand with advertising to the consumer and that is where manufacturers can help. One manufacturer tells the Schoolmaster that he never had much success in getting permission from department stores to work with their salespeople until he sold the idea from the standpoint of its possibilities in reducing returns. That was language the department stores could understand and he is now co-operating successfully with a large group.

The Fyr-Fyter Company is of

the opinion that quotas which salesmen set for themselves are more likely to act as spurs to renewed selling effort than quotas set by the home office. Accordingly, in conjunction with literature announcing a December sales drive, it asked salesmen to fill in and return the following C. O. D. card, addressed to the president of the company:

Dear Mr. Iddings: Here is the mark I have set to shoot at in December. Extinguishers I want to co-operate in the Nation-Wide Plan to hasten the return of Business Activity and you can de-pend upon me to make a special effort to reach that mark during the month of December. Name. Street or R.F.D. City or Town.

W. E. Hunt, sales promotion manager, tells the Schoolmaster that "The return of the postcards has exceeded our expectations, both in number and the size of the quotas set. We believe this cam-paign will impress upon our men that 'there is business to be had for the man who goes after it."

It seems no nearer a solutionthe problem of the used car. In some respects, it appears to be more aggravating than ever before.

One distributor offers 150 gallons of gasoline free with every used car. Another waves temptingly a Christmas turkey in one hand and a license plate in the other. A third announces "no finance charges." Still another-a company that last year at this time offered a radio free with every used car-had a teaser advertisement in which it said that, on the next day, it would announce an even more startling offer. The newspapers the next day carried an advertisement offering "gorgeous" jewelry, diamond rings, watches, etc. More space was devoted to the jewelry than to the used cars.

Step by Step

a large office building is successfully planned

Claude Campbell purchased all materials and equipment.

Second Building Planning Service reviewed plans and specifications.

OHIO BANK BUILDING

TOLEDO, OHIO

Arel

Architects prepared plans under guidance of Executive Committee.

Letters to 100 Building Owners and Managers for suggestions on materials and

Executive Committee and Architects visit 100 Bank Buildings for ideas.

4 The Architects

6

Building Planning Service called in to study development of site.

Executive Committee of 3 to work out details. Claude Campbell, Chairman.

Committee of 7 Bank Officials and Directors are appointed. Buying Power Covered by

DURING WAYAO

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BUILDING MANAGEMENT

PORTER-LANGTRY CO., Publishers

Member A.B.C. 139 NORTH CLARK ST., CHICAGO Member A.B.P.

Eastern Office: 295 Madison Ave., New York City

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manufacturing and sales opportunity

A household product and as yet small manufacturing proposition, selling readily to drug trade (not a medicine, confection or cosmetic) may be soon available for sale or reorganization, requiring management and additional capital. Considerable distribution, product gives satisfaction and offers several advantageous features over other products of its type which enjoy tremendous sale. Only principals prepared to prove their financial and practical ability need apply. Replies held confidential. Address "Confidential," Box 202, Printers' Ink.



Opportunity to obtain interest in Live New York Agency

This interest is offered due to the death of a principal. Other members are ready to take it over. Preferably we would add another producer. Someone capable of EARNING the salary which the opening carries with it in addition to a liberal percentage on personally developed accounts.

A maximum of \$15,000 will be needed. The right man with considerably less will be considered. A proven producer unable to invest now need not hesitate to respond.

The agency is fully recognized and enjoys a splendid reputation for intelligent creative work in advertising and merchandising as well as a high credit standing.

Outline your qualifications. Address "L," Box 103, Printers' Ink.

Perhaps desperate selling is the only immediate solution for what has undoubtedly been a desperate situation this year. But from the long-range point of view, such tactics can scarcely redound to the ultimate benefit of the industry.

The used-car problem is a multirooted affair. Beyond doubt, however, an important contributing factor has been the lack of uniformity among manufacturers in

making style changes.

In this connection, it is interesting to observe that the Wisconsin Automotive Trades Associationits members are primarily retail automobile dealers-recently passed a resolution calling on manufacturers to issue new models only at the end and beginning of the year. The resolution was aimed particularly at the introduction of new models during the summer months. A similar resolution has since been adopted by New York State dealers.

Some manufacturers have approved the plan—in principle. There is no indication as yet, however, that it will be generally adopted. And even if it is generally adopted, it would be too much to expect that it will whisk away the used-car problem. But it should help—and anything that will help ought to receive serious consideration by the automotive industry.

News reports on developments in the book publishing industry these days come fast and often. This, in the Schoolmaster's opin-Where ion, is a healthy sign. there is news, there is activity; where there is activity, there is life, and where there is life, there With this syllogistic inis hope. troduction, the Schoolmaster presents the following bit of news from the book industry as reported by Harry Hansen in the New York World:

An innovation in bookselling which profits by experience with \$1 books is being announced to the trade by Farrar & Rinehart of the houses which published original books at \$1 this year. Stanley Rinehart says that beginning Jan-

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Take My Advice Quit Gambling—Be Wise Save Your Money

by refusing to engage men for your organization at fabulous salaries until the real value of their services is proven to you. There is no good reason for staking your money on supposed wizards who frequently step into important positions on mere nerve and superinduced credentials, and who soon prove to be but flat tires. A man of character with real executive ability knows exactly what he can do and the kind of position he can fill successfully. He will readily accept an opportunity to demonstrate his ability and fitness for a particular job for a nominal salary without expecting a firm to gamble on him with the regular salary that the position pays. Generally the proper man for the job is not too broke to be able to work for a brief period at a nominal salary until he has proven himself. If I felt that I could fill a certain vacancy satisfactorily, I would gladly avail myself of the opportunity to prove finitial salary. Under no circumstances would I attempt to fill any kind of position without being positive that I am the man for it.

I am an attorney, 34 years of age, a college graduate, married and have a small family. Have had a number of years of practical experience in both legal and commercial fields and am now seeking a worth-while permanent commercial connection. Am located in Washington, D. C. but I would go wherever it might be necessary, and would not be adverse to travelling to a limited extent.

Having had extensive promotional sales experience coupled with a broad diversified business experience, I am sure of being able to make the grade of assistant or divisional sales-manager or of a special contact-man with difficult tasks assigned, the performance of which generally requires tact, diplomacy, courage, initiative and sound business judgment. I am naturally a hard worker, alert, ambitious, resourceful, sincere, conscientious, patient, analytical, versatile, and possess a fair amount of horse-sense with a natural acumen for business. I am entirely capable for various important posts in a business organization, especially in a sales development department. Altho I have averaged close to \$10,000. a year, I will consider a lesser figure with a conditional bonus arrangement with the right organization. Would be glad to hear from a progressive and well rated firm which has an important position to be filled and does not wish to gamble its money on supposed wizards. Needless to mention that my character and qualifications will bear close investigation.

If your organization has no vacancy in any department for a capable executive who is not a wizard, some friend or client of yours who perhaps has such vacancy will more than likely appreciate your directing his attention to this "Ad."

Address "E," Box 248, Printers' Ink

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York

3rd MAN Wanted

-Advertising Agency Account Executive

There's two of us. We enjoy complete recognition. Founded in Chicago in 1900. We don't need money, prestige or courage—but we do seek a third man who is in a position to command a fease. a position to command a financial interest and can match our propo-sition with something more tangible than experience and good faith.

Address "C," Box 246 Printers' Ink

Cover the Country's Sawmills

fully by telling your story in this one paper that covers practiall worth-while lumber manufacturers in all producing sections at one advertising cost. Ask for our circular, "Sawmills that cut 90% of the lumber."

CHICAGO

Est. 1873

A.B.C.

THERE ARE

64,00

English - Reading Families in St. Paul

St. Paul Dispatch

uary 1 all novels of romance, myslished at \$2. cent reprints.

This move recognizes what has become apparent-that there are strata of book buyers, just as there are first-price and bargain buyers in all commodities. In the past, \$2 books have usually been left to run their course by the original publisher. The new arrangement gives the publisher an opportunity to develop the sales of his book in sev-

eral classes.

H. V. Stoddard with "Saturday Review"

H. V. Stoddard, for several years with the Montreal office of the Consolidated Press, Ltd., Toronto, has been appointed advertising manager of the Saturday Review, Montreal.

L. S. Wallace Joins Landstrom Furniture

L. S. Wallace, formerly president and general manager of the Berkey & Gay Furniture Company, Grand Rapids, Mich., has joined the Landstrom Furni-ture Corporation, Rockford, Ill., as vicepresident.

New Account to Freeze-Vogel-Crawford

The Kinite Corporation, Milwaukee, manufacturer of steel alloy, has appointed Freeze-Vogel-Crawford, Inc., advertising agency of that city, to direct its advertising account. Business papers will be used.

Appoints Redfield-Coupe

Fruit Products, Inc., Belleville, N. J., has appointed Redfield-Coupe, Inc., New York advertising agency, to direct the advertising of its Délice Napoleon cherries, glacéd fruits, preserves and other products.

tery and adventure will be pub-The price will be kept at \$2 for six months, after which the book will be reissued at \$1. This will give booksellers an opportunity to reach both the regular reader who buys new books as they appear and those who buy reprints at a saving. There is possibility that after another six months they will go into the 75-

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The Man Who Never Sees Visitors

A shy little man who doesn't care to meet strangers.

Even at home his wife has trouble in making him step out once in a long while to a dance or a bridge party.

At the factory he has a little office far away from the reception hall.

He has no prejudice against salesmen from publications, agencies, lithograph companies or paper concerns.

It just happens that he is temperamentally unfitted to meet strangers or hear their stories. It also happens that he is a keen analyst, a director in the company, a man whose judgment is respected and admired.

When it comes to spending money for anything in the way of sales promotion, he sits at an *important* place at the conference table.

He is a great *reader*, a keen searcher for facts and incidents.

The one way for a seller to reach him is with consistent advertising in his favorite business publication, which happens (as you may have guessed) to be PRINTERS' INK.

PRINTERS' INK PUBLICATIONS

To Magazine Publishers

We are in position to take on one more publication up to 150,000 circulation, that can go to press from the tenth to the twentieth of each month.

We offer the advantages and saving of a well equipped city publication plant in a small town.

Over-night mail service from New York City and Boston.

The WILLARD PRESS

BOONVILLE, N. Y. Publication Printers

TO AN EXECUTIVE

Who will need a right hand man for a come back in 1931 in relieving him of the responsibilities of sales management, advertising, and marketing. One who knows national market. Able to hand: the comparation of the comparati

One Man Advertising Agency,

with splendid background would like to merge with group enjoying national, general business. Have some business now, more in sight. "G," Box 249, Printers' Ink.

Sales Promotion Man Desires Connection in

THE SOUTH

10 years' experience creating a public consciousness of a product and educating them in terms of its service. Age 32, educated, married, Protestant, accustomed to assuming responsibility. Mother's health makes change necessary. Initial salary moderate. "D." Box 247, Printers' Ink.

Bankers May Make Mergers, But What Happens?

There is a job for the banker and there is a job for the industrial manager. One of the mistakes of 1929 was the belief that hugeness of enterprise could, of itself, make for economic management. Mergers were engineered by bankers, some of whom having engineered, sought to manage. Consequences have not demonstrated that concentration of enterprise has been economic or that it has contributed to stability in market values needed in the present period of unsettlement.

The foregoing sums up a review of mergers and their relation to the present period of the present period of the present period of the present period to the period to the present period to the period t

The foregoing sums up a review of mergers and their relation to the present business situation which was the subject of an address by Dr. Harold Stonier at the One-Day Sales Executives' Conference held by the St. Louis Chamber of Commerce. An unfortunate situation in 1929, he reasoned, was the folly in the belief that hugeness or bigness alone constituted an answer to the problems of the time, and that mergers would bring about a solution to

economic needs.

Bigness has yet to demonstrate that it can be economic, he said. It has yet to demonstrate it in railroading, where merger and consolidation have been in effect longest; it has yet to demonstrate it in banking, and it has yet to demonstrate it in industry. Ten outstanding industrial mergers, which Dr. Stonier had in mind, in the high of 1929, represented a stock valuation of six billion, four hundred million dollars. This valuation on November 17 was only one billion, eight hundred million dollars. Some of this valuation, he said, had fallen off 91 per cent.
"A merger," said Dr. Stonier, "may or may not be an economic thing, depending upon one essential factor—what about its management? Too many

"A merger," said Dr. Stonier, "may not be an economic thing, depending upon one essential factor-what about its management? Too many of these mergers have been thrown together without consideration to management. The theory of merger is that when you throw together these huge enterprises, you can employ better management. That is the theory and the standard of the

management. That is the theory and that theory will work if you work it.
"But on the other hand," he continued, "a great many mergers have been thrown together by financiers, by bankers if you please, and these bankers have stepped in and fired a lot of industrial managers, and they, the bankers have tried to run it.

ers have tried to run it.
"Remember," cautioned Dr. Stonier,
"I have a high regard for banking but
there is a job for the banker and ther
is a job for the industrial manager, and
the banker cannot hope to be the industrial manager."

House to House SELLING

To introduce a product, make it known to millions and make a profit while you are doing it. That's direct selling. For full information, write or call Direct Selling Headquarters. THE MARX.FLARSHEIN CO., 830 Enquirer Bidg., Cincinnati, 0.

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Advocates Battling Depression as a Competitor

The nationally famous Business Depression is the most successfully adver-tised institution in the United States today according to Ralph Hitz, manag-ing director of the Hotel New Yorker, who addressed the annual convention of the Missouri-Kansas-Oklahoma Hotel As-sociation, held at Kansas City on Decem-

sociation, held at Kansas City on December 16.

"In something like twelve months," he said, "this 'unknown' has been so successfully 'sold' to you and me and to the rest of the American public that it is on the tongues of all of us. It is as well known today as the Ford car, Ivory soap, Campbell's soup or Wrigley's chewing gum.

Mr. Hitz suggested thinking of the business depression, so far as American business is concerned, as a highly successful competitor. He further advocated meeting this competition on its own

cessitu compettuor. He turturer advocated meeting this competition on its own grounds by increasing advertising. Going into the problems of hotel advertising, Mr. Hitz expressed his belief that hotel advertising is in its infancy. In the hotel business, be pointed out, there is what is tantamount to a "distribution" problem. "The real problem." he said in ex-

"The real problem," he said in ex-plaining this, "is that we have no dis-tribution. If a man in Salt Lake City reads in his morning paper that The

reads in his morning paper that The New Yorker has comforts and attractions beyond his fondest fancies, he doesn't hurry home, pack a few necessities and take a train for New York.' He pointed out that, while a man almost anywhere can buy, a box of candy, a bantam Austin car, or bronze elevator doors, or have them sent to him while his cuthusiasm is hot, a hotel can sell its rooms only on its premises, and hotel its rooms only on its premises, and hotel advertising may not have a chance to get results until months after it has been

read "Here again we have what is essen-tially an advertising problem," said Mr. tially an advertising problem," said Mr. Hitz. "We must make our copy distinc-tive—far more distinctive than the soap manufacturer's—because we have a more difficult selling job. We must not only get a hearing in the midst of heavy advertising competition but we must arouse an enthusiasm which may have to simmer for six months or a year. There is a temporators scan between con-There is a tremendous span between con-viction and purchase in our advertising."

The Higgin Manufacturing Company, Newport, Ky., metal screens and weather strips, has appointed the Archer Adver-tising Company, Cincinnati, to direct its advertising account. Magazines, business papers and direct mail will be used.

MEDICAL COPY MEDICAL ART

"H," Box 91, Printers' Ink

An Open Letter to all who may need Such a Man

Gentlemen-

I will be available January first for a connection as Sales Manager Account Executive. Mv qualifications and experience follow-

- Age forty-two.
- 2. Married, no children.
- 3. Health excellent.
- 4. Have had only two connections in seventeen years.
- 5. Nine years as automobile salesman and sales executive.
- Eight years as national account executive and sales manager of a large force of advertising salesmen.
- 7. Have traveled extensively and will go anywhere opportunity beckons.
- 8. Possess very thorough knowledge of modern merchandising methods.

Possibly a chat, or interchange of correspondence might be of mutual benefit.

> Address "J," Box 100, Printers' Ink

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Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon: Final Closing Saturday

BUSINESS OPPORTUNITIES

Chicago Publishers Representative of proven ability is in a position to handle another trade publication on commis-sion basis. Established office. Box 312, Printers' Ink, Chicago.

BUSINESS PAPER in large and active field for sale at very low price due to other interests of present pub-lisher. Very low price for immediate action. Box 317, Printers' Ink.

ADVERTISING SERVICE COMPANY, well established, located in Detroit, serving retailers internationally with news-paper copy offers substantial interest, \$3,000 will handle. Box 304, P. I.

OUR CLIENT WILL BUY TRADE PAPER OPERATING AT PROFIT— OR ONE SHOWING GREAT PROM-ISE EVEN THOUGH NOT NOW SHOWING A PROFIT. Box 301, P. I.

DESE SPACE

Creative Art Service has space to let-to advertising man. He may take advan-tage of our trade connections or work independently—reasonable and reliable. Box 318, Printers' Ink.

New York territory available to pub-lisher representative for well-established aviation monthly. Not a trade journal. Established magazine devoted to general aviation news. Individual with one other uncompetitive medium preferred. mission. Box 323, Printers' Ink.

Publishers Representative - located in Los Angeles, California, to cover that territory and vicinity for a leading radio trade journal, issued monthly. Field has been exploited and awaits development. Suitable arrangements may be made by addressing Box 313, Printers' Ink.

High Grade Monthly Publication or High crace monthly rubication of House Organ wanted by well equipped printing plant in central New York. 25 to 100 thousand edition, in 2 or 3 colors—requiring exceptional typography and presswork. Can handle art work, layout and engravings if advisable. 302, Printers' Ink.

FOR SALE

A complete set of bound volumes of Printers' Ink Weekly—Jan. 4, 1912 to June 26, 1930. Also bound volumes of Printers' Ink Monthly—July, 1926 to June, 1930. Good condition. For particulars, address J. A. Kappes, McCannErickson, Inc., 285 Madison Avenue, New York City. Ashland 9560.

EMPLOYMENT SERVICES

How To Climb the Ladder Confidentially consult Waiter A. Lowes, formerly with "C & H" and other 4A's. Attractive opportunities listed daily for experienced agency personnel. Positions advertised under box numbers are also frequently listed with us. Register Free. 9-2 P.M. Vocational Bureau, Inc., 105 W. 40th St., N. Y. C., PENna. 5389.

General Managers, Sales Managers, Advertising Managers, Comptrol-lers, Treasurers, other important lers, Treasurers, other immen have for twelve (12) engaged us to negotiate new con-nections. INDIVIDUAL. CONFI-DENTIAL. Not an employment agency. Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

Muncy Placement Service Specializing in Advertising Personnel

Executives-Craftsmen-Juniors Secretaries-Clerical 280 Madison Avenue, New York City Caledonia 2611 Elizabeth Muncy for 10 years in charge of employment bureau of AAAA.

HELP WANTED

YOUNG MAN, good education, who can write, knows something of advertising and printing production for job in New York City. Send details and salary ex-pected to Box 307, Printers' Ink.

Art Director—Salesman to represent a high-grade organization of illustrative photography in your own city. A good chance to cash in on this method of illustration. Address Box 305, P. I.

TYPOGRAPHIC SALESMEN

We are willing to make suitable terms to the man who is doing \$40,000 business a year. Write fully, Box 308 P. I.

Chicago Resident Wanted-To prepare booklets, bulletins and releases for conservative, influential national association, payvative, inhuentan national association, paying whatever salary necessary to secure capable person. Only college graduates considered. State salary required, age, and experience. Send photograph—will return if requested. Applications considered confidential. Box 311, P. I. Chicago Office.

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Office.

Manager—publisher for successful A.B.C. monthly trade paper—must be thoroughly experienced and capable supervising all departments. Write fully experience and salary expected. Box 322, Printers' Ink.

Wanted—Experienced advertising salesman for afternoon daily in city of 25,000 in Missouri. State salary and qualifications. Box 303, P. I.

Advertising Agency, in New York City, small, recognized, offers fine opportunity to young copy-contact man, in "new business" department. Essentials: experience, sound grasp advertising and merchandising practice, college education, good personality plus desire and ability to rise much above the average. Modest salary and commission to start. Write completely; your confidence will be respected. Box 320, Printers' Ink.

DIRECT MAIL MAN—A position is open for a man who can show successful record in the sale of books and obtaining magazine circulation by mail. Position requires hard work, intelligent effort, persistence and ingenuity. Theorists and those lacking requisite or comparable experience need not apply. State age, experience, salary desired and other information to help us decide whether interview is desirable. Box 321, P. I.

SALES MANAGERS Can Become Distributors

Manufacturer of national reputation with large resources has an unusual opportunity for business men capable of organizing and managing efficient sales force.

Exclusive agency in various counties and States now open on patented office specialty, revotutionary in scope, and greatly needed by industrial plants, public institutions, wholesale shippers and every office.

every office.

All sales financed by us until mutually satisfied of ultimate success. Then, small investment for stock of fast moving merchandise will be necessary. Large, permanent income assured on repeat business.

ness.
Only men accustomed to earning annually \$2,500 to \$4,000 and better, and who can meet above qualifications need apply. No attention to applications unless qualifications, references, territory desired, etc., are furnished in confidence. Advise when you are ready to start. P. O. Box 72, Varick St. Sta., N. Y. C.

MISCELLANEOUS

ESTABLISHED free lance artist desires one additional account. Versatile experience: modern, figure, color, design, layout, lettering, Myron X. Jonas, 154, Nassau Street, New York, Beekman-3 7425.

POSITIONS WANTED

SALESMAN—5 years' experience selling posters and outdoor advertising to local and national advertisers, 5 years as territory representative for automobile manufacturer and 5 years selling tires and accessories. Age 37 years, college graduate and married. Will go anywhere. Box 306, Printers' Ink.

COPY WRITER who is splendid layout man; national, mail order, direct mail outstanding experience largest accounts; accustomed to handle difficult problems without supervision. Box 316, P. I.

VERSATILE FREE-LANCE ARTIST ABLE TO RENDER CO-OPERATIVE SERVICE TO ADVERTISERS OR COUNSELORS. FRED ALBERT, 307 Fifth Ave., N. Y., Bogardus 2466.

Young Man—10 years' newspaper experience, advertising, editorial. Can write, sell, create ideas; knows copy, news, publicity. Position with agency, publisher, or industrial concern. Box 319, P. I.

MAIL ORDER and DIRECT MAIL—analysis, plans, dramatic, pulling copy, human-appeal layouts; splendid experience getting coupon, agent, C.O.D. and direct sale results. Box 315, P. I.

Advertising Assistant Available

Experience: 3 years with "top" agency, 2 years department store, 1 year advertising production. Copy, visuals, plan, production. University graduate. Now employed. Low salary. Box 314, P. I.

Direct Mail Advertising Manager—28 and married. Ten concentrated years' direct mail experience with printer, direct-mail advertising agency, letter shop, educational institutions, correspondence course, dealer helps, editing house organs, purchasing of printing, correspondence supervisor, assistant to advertising manager. At present employed at \$4,000 a year—but wish to change about Jan. 1st. N. Y. only. Box 309, Printers' Ink.

ADVERTISING MANAGER

Young Englishman desires position as advertising manager for concern, preferably industrial. Conversant with Eng. and Amer. merchandising. EDUCATION—Eng. Univ. Majored Eco-

nomics. EXPERIENCE—1 year selling, 2 years advertising mgr. (Eng.) 2 years selling 6 months newspaper (Amer.). Now employed as newspaper ad writer. Age 27, single. Details, samples and references furnished upon request. Box 310 P. I. Chicago office.

BINDERS

To make the files of the Printers' Ink Publications more accessible we sell binders at cost. The Weekly holding seven to nine copies is \$1.25, postpaid, and the Monthly holding six copies \$2.00, postpaid. These binders are an attractive addition to any desk or library.

Printers' Ink Publications
185 Madison Ave. New York

Table of Contents

Upon What Shall We Base Our 1931 Sales Quotas?	
G. A. Nichols	
Mr. Courage and Mrs. Clark	
Roy Dickinson	10
All-the-Year Merchandising Sent Timken-Detroit's Sales Skyward	
R. W. CLARKE	17
Bottled Goods—Strictly Dry	20
Johns-Manville Helps Dealers with Their Collection Letters	
W. B. Edwards	25
Angles on Space Buying	
EARL C. NORRIS, Vice-President, Churchill-Hall, Inc	28
Weakening Salesmen with Too Much Support	
AESOP GLIM	33
What Employers Want in Letters Applying for Jobs	
John J. McCarthy	41
How Manufacturers Are Selling Chains and Holding Good-Will of Independent	
M. M. Zimmerman	49
Composing a Series of Layouts with the Same Set of Units W. Livingston Larned	64
Corona Typewriter Gets an Idea from Grape-Nuts	
CHARLES G. MULLER	72
Chain-Store Sales for November	77
Locating Dealer Weaknesses with an Audit System	
H. M. Hale, Assistant Treasurer, Caterpillar Tractor Co	83
Please Tell Us-Is Our Trade-Mark Descriptive?	
E. B. Weiss	92
Coty Goes After Leadership with Increased Advertising	105
What Groucho Says	108
Finding New Markets for Old Products by Advertising	
L. C. COLBURN	116
New York's Police Use Full Pages to Fight Prejudice	
JOEL LEWIS	130
Farm Paper Summary for November	139
Editorials	142
Reason Why Copy—Everyone a Salesman—How About the Next Depression?—Ten-Dollar Words—The Name of Paul Revere's Horse—The Fallible Dollar.	
The Little Schoolmaster's Classroom	148

33

83

92

108

116

130

139

142

148



Show Him How to Answer

When salesmen know the best way to answer objections, they bring in more business.

Lighted pictures of the right kind make it easy to show the men how to handle this most difficult part of the sale.

You can show them, too, how to present your product in the way that experience has proven to be most effective; or you can illustrate the quality features of your product so that they will be indelibly impressed on their minds.

Outstanding selling organizations use this method to give all their salesmen clear pictures of how their best men sell—and reach them all at one time. It costs remarkably little, and is supported by national field service.

Jam Handy Picture Service

Jamison Handy, President 6227 Broadway, Chicago

Slidefilms—Motion Pictures—Animated Drawings—Sound Pictures
New York, Chanin Bidg.—Detroit, General Motors Bidg.—
Cleveland, Hanna Bidg.—Dayton, Reibold Bidg.—Regional Sales
and Service at Principal Points Throughout the United States.

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JINI.

CHICAGO'S
LOOP
DEPARTMENT
STORES

during November placed

119,958 MORE

> lines of advertising in the Chicago Tribune than in any other Chicago newspaper.

Chicago Tribune

Total Average Circulation, November, 1930—in excess of 815,000 Daily; 1,080,000 Sunday.